Maneuver Center of Excellence

Fort Benning, GA 31905
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Maneuver Leader Development Strategy 2015

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19 *Developing, Training, and Educating Infantry and Armor*

20 *Leaders from Staff Sergeant through Captain*

21 "Developing leaders is a competitive advantage the Army possesses that cannot be replaced by technology or substituted for with weaponry and platforms."

-- General Raymond T. Odierno

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Preface to the Maneuver Leader Development Strategy

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34   **Context:** United States Army maneuver leaders face increasingly complex and vague threats. The
35   *Army Operating Concept (AOC), Win in a Complex World,* and *The United States Army Functional*
36   *Concept for Movement and Maneuver* (MMFC) describe a framework in which the US Army is at the
37   heart of a Global Landpower Network. The AOC and MMFC challenge the Army as part of this Global
38   Landpower Network to *Prevent* conflict, *Shape* the security environment, and when necessary, *Win* the
39   fight through close combat. If the US Army is the heart of a Global Landpower Network, then the
40   maneuver force is the heart of the US Army. Stated in ADRP 3-0, Close combat is warfare carried out on
41   land in a direct-fire fight and supported by indirect and joint fires. Close combat underlies most US Army
42   efforts in peace and war, and the maneuver force is uniquely designed, trained, and equipped to fight and
43   win in close combat. Therefore, the maneuver force requires leaders who can train, develop, and lead
44   formations to fight and win in a complex and vague environment by being masters of the fundamentals,
45   practiced in adaptability, and able to operate in a Joint, Interorganizational, and Multinational (JIM)
46   environments.
47
48   **Why the Status Quo Will Not Work:** Historically, the US Army is very good at producing leaders and
49   formations that execute Joint Combined Arms Maneuver (JCAM). The Army successfully conducted
50   forcible entry operations and close combat in every decade since the end of World War II as part of joint
51   and/or multinational forces. However, observations from recent Decisive Action Combat Training Center
52   (CTC) rotations demonstrate that US Army close combat skills and mastery of the fundamentals have
53   atrophied during persistent conflict in Afghanistan and Iraq. Despite this atrophy, our historical training
54   programs have already resulted in improved unit performance as they continue to train. It is only a matter
55   of time before units regain a mastery of combined arms maneuver. However, the US Army's record of
56   accomplishment using Wide Area Security (WAS) is less certain. Wide Area Security creates time and
57   space for the consolidation of political and military gains to transform the violence of close combat into
58   political victory. Because of the historical performance discrepancy, the US Army needs to adjust its
59   training and education approaches to develop leaders capable of operating across the entire Range of
60   Military Operations (ROMO) in a JIM environment. Additionally, with an increased importance of cyber
61   capabilities, future leaders must be able to more effectively integrate mission command systems and
62   platforms. They must do this with the goals of gaining and maintaining situational understanding, employ
63   measures to defend those systems, and when necessary, conduct operations in a degraded state. This is
64   especially true as the Army moves forward into an increasingly complex and uncertain future with vague
65   threats. The Army must produce leaders who can lead, train, and develop Soldiers and formations that are
66   as equally successful in preventing conflict, shaping the security environment, and winning in close
67   combat when necessary. These leaders must be *Smart,* able to routinely generate situational understanding
68   through changing conditions*; Fast,* able to physically and cognitively out maneuver adversaries*; Lethal,*
69   deadly in the application of force*;* and *Precise,* accurate in the application of power to ensure delivery of
70   the right effects in time, space, and purpose. Specifically, these leaders must be equally capable of setting
71   the theater of operations, conducting initial forced entry operations, JCAM/WAS, and stability operations
72   to consolidate gains to achieve sustainable outcomes consistent with US vital interests.
73
74   **New Approach to Leader Development and Education:** Soldiers and leaders must possess
75   knowledge, skills, attributes, and abilities (KSAAs) that are not generally found across our force today.
76   Training maneuver leaders who are masters in employing defeat and stability mechanisms across the
77   ROMO requires pursuing broader training paths than those previously used by our Army. This is
78   especially true with leaders and formations needing to prepare for operating with degraded cyber and

79 information capabilities. The MLDS guides these training efforts by establishing core maneuver leader
80 fundamentals that must be mastered for battlefield success. To this end, the MLDS communicates the
81 proficiency to which course fundamentals and outcomes are trained within Institutional Army
82 Professional Military Education and Functional courses. The five maneuver leader fundamentals are:
83 LEAD, TRAIN, FIGHT (Shoot, Move, Communicate, and Survive), SUSTAIN, and ADAPT. Instructors
84 repetitively train students in these fundamentals within a culture of excellence. The culture of excellence
85 ensures proper allocations of time, instructors, and resources are provided for mastery by: (1) flattening
86 communications within and across all organizations to ensure responsiveness to commander's intent; (2)
87 adapting training strategies, programs, and methodologies; and (3) optimizing human performance to
88 train, educate, and develop physically and cognitively dominant and morally resilient leaders of character
89 imbued with a lifelong intellectual curiosity. The end result of driving excellence across all echelons and
90 organizations is the production of leaders and formations who are *Smart*, *Fast*, *Lethal*, and *Precise* in the
91 application of combat power across the ROMO within a JIM environment.
92
93 **Why We Need a Maneuver Leader Development Strategy (MLDS):** The MLDS is a non-material
94 solution to the capability requirements identified under the six critical ideas introduced in the MMFC. The
95 six ideas are that the maneuver force must: (1) retain and improve mastery of combined arms operations,
96 (2) continually generate situational understanding, (3) operate in a JIM environment, (4) task organize for
97 purpose, (5) develop a network that provides sufficient bandwidth to the tactical point of need, and (6) be
98 faster than our adversaries. The MLDS provides Operating and Institutional Force leaders a conceptual
99 framework to organize efforts to train and educate maneuver leaders and formations to operate
100 successfully across the ROMO in a JIM environment. This requires maneuver leaders at every echelon to
101 master the elements of Unified Land Operations by employing the four defeat mechanisms of CAM:
102 destroy, dislocate, disintegrate, and isolate; as well as employ the four stability mechanisms in WAS:
103 compel, control, influence, and support as outlined in ADP/ADRP 3-0 and ADP 3-07. Six of the eight
104 defeat and stability mechanisms are underpinned by maneuver forces being expert in the use or threatened
105 use of lethal force to destroy, dislocate, disintegrate, isolate, compel, and control. Yet, successful
106 influence operations require maneuver leaders who are culturally aware and who persistently engage with
107 friendly, neutral, and adversary populations to alter opinions, attitudes, and behaviors. Successful support
108 operations require maneuver leaders to establish conditions necessary for the other instruments of US
109 national power to function. Therefore, to win in this increasingly complex world, maneuver leaders must
110 master a set of core maneuver leader fundamentals that integrates the application of lethal and non-lethal
111 means to achieve their commander's intent.
112
113 **Conclusion:** Leaders and the leadership they provide remain the most decisive element of combat
114 power. Maneuver leaders must master the fundamentals of their core competencies to provide purpose,
115 direction, and motivation to Soldiers, who are the most lethal and effective weapon system. Leaders do
116 this across a career of learning through training, education, and experiential process in Institutional,
117 Operational, and Self-Development domains. These experiences prepare leaders to close with, engage,
118 and destroy threats in close combat while simultaneously preparing their ability to engage persistently to
119 prevent conflict and shape the environment. As an organizing document, the MLDS is descriptive, not
120 prescriptive in nature, and it is intended to challenge traditional thinking while sparking creativity at the
121 lowest levels to drive leader development and training innovation and adaptation.
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126 AUSTIN S. MILLER
127 Major General, USA
128 Commanding

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137 "*As we begin our transition following twelve years of war, we must rededicate ourselves to the*
138 *development of our leaders as our best hedge against complexity and uncertainty.*"
139   38th Chief of Staff, United States Army
140   General Raymond Odierno
141   11 FEB 2014
142
143   **Section 1: MLDS Introduction and Description of the Ends**
144
145   The Maneuver Leader Development Strategy (MLDS) provides a framework for Infantry and Armor
146 leaders to exercise disciplined initiative to train, develop, and educate leaders from Staff Sergeant through
147 Captain along a continuum of learning. The MLDS informs, educates, and focuses Operational Force
148 efforts in leader training and development by defining core maneuver leader fundamentals and
149 establishing expectations concerning proficiency levels achieved throughout Institutional and Operational
150 Force unit training. Brigade and below US Army maneuver leaders are the intended audience for the
151 MLDS. The strategy serves as a point of departure for continued dialogue to establish ownership, increase
152 investment, and define training responsibilities across the three learning domains (Operational,
153 Institutional, and Self-Development). As an organizing document, it is descriptive, not prescriptive in
154 nature, and it is intended to challenge traditional thinking while sparking creativity at the lowest levels to
155 drive leader development and training innovation and adaptation. Additionally, the strategy informs and
156 educates Army leaders within the Institutional Force about leader development and training initiatives and
157 opportunities resident at their Maneuver Center of Excellence (MCoE) to assist them in building *Smart*,
158 *Fast*, *Lethal*, and *Precise* formations. Fundamentally, maneuver leader training and development is owned
159 by the Operational Force due to the disproportionate extent of time leaders spend at units of assignment
160 when compared to the relatively short duration of Professional Military Education and Functional Course
161 training. Effectively, the Institutional Force builds a foundation, and the Operational Force develops and
162 nurtures maneuver leaders before they return to the Institutional Force as world class instructors or as
163 students.
164
165   United States Army maneuver leaders face a future that is increasingly complex with vague threats.
166 The The *Army Operating Concept (AOC), Win in a Complex World* and *Functional Concept for*
167 *Movement and Maneuver* (MMFC) describes future threats as vague and complex. Threat will consist of
168 varying combinations of conventional, unconventional, and hybrid entities capable of avoiding US
169 strengths, emulating or exceeding U.S. capabilities, and exploiting perceived U.S. weaknesses. This
170 asymmetric nature of future conflict requires smart tactical leaders and formations capable of operating
171 across the range of military operations in complex terrain, across large distances, contested lines of
172 communication, and with Joint, Interorganizational, and Multinational (JIM) partners. The AOC,
173 describes a framework in which the US Army must conduct operations to S*hape* the security
174 environment, *Prevent* conflict, and when necessary, fight to *Win* in close combat.
175
176   As stated in ADRP 3-0, close combat occurs on land in a direct-fire fight and supported by indirect
177 and joint fires. Close combat is the foundation for most US Army efforts in peace and war. To that end,
178 the US Army uniquely designs, trains, and equips the maneuver force to fight and win the close fight.
179 Therefore, the maneuver force requires leaders who exercise disciplined initiative to train, develop, and
180 lead formations to fight using combined arms to win the close fight in complex and vague environments
181 by being masters of the fundamentals, practiced in adaptability, and able to operate in a JIM environment.
182
183   The purpose of the Maneuver Leader Development Strategy (MLDS) is to train and educate
184 maneuver leaders to operate successfully across the ROMO. This requires all maneuver leaders at every
185 echelon to master the employment of the four defeat mechanisms in combined arms maneuver: destroy,
186 dislocate, disintegrate, and isolate; as well as employ the four stability mechanisms of wide area security:
187 compel, control, influence, and support as outlined in ADP/ADRP 3-0 and ADP 3-07. Six of the total

188 eight defeat and stability mechanisms are underpinned by US Army maneuver forces being experts in the
189 use or threatened use of lethal force to destroy, dislocate, disintegrate, isolate, compel, and control.
190 Successful influence operations require maneuver leaders who are culturally aware and who persistently
191 engage with friendly, neutral, and adversary populations to alter opinions, attitudes, and behaviors.
192 Successful support operations require maneuver leaders to establish conditions necessary for the other
193 instruments of national power to function. Therefore, to win in this increasingly complex and vague
194 world, maneuver leaders must master a set of core maneuver leader fundamentals that integrate and
195 employ lethal and non-lethal means to achieve their commander's intent.
196
197   The Army produces adaptive leaders who "*Win in a Complex World*" because they are *Smart*, *Fast*,
198 *Lethal*, and *Precise*. To win in the complex environment described in the AOC and MMFC, maneuver
199 leaders must be lethal and precise in their ability to conduct JCAM and WAS. They do this by mastering
200 a set of maneuver leader fundamentals; fight three-dimensionally; gain and maintain situational
201 understanding to learn, adapt and innovate faster than the threat; anticipate dangers and opportunities; and
202 adjust operations to seize, retain, and exploit the initiative; and understand, visualize, describe, direct,
203 lead, and assess operations consistent with the philosophy of mission command.
204
205   Maneuver Leaders win in complex environments by fighting formations (squads, sections, platoons,
206 and companies/troops), not platforms, across the ROMO, exercising disciplined initiative to achieve the
207 commander's intent, and enabled by situational understanding. The MLDS uses the definitions of *Smart*,
208 *Fast*, *Lethal*, and *Precise* from the MMFC in *Italics* and applies MLDS specific context in plain text
209 below:
210   SMART: *able to routinely generate situational understanding through changing conditions.* Leaders
211 must be capable of taking prudent risks and making wise decisions nested within the commander's intent
212 to achieve the intended lethal and/or non-lethal effects over enemies and neutral populations to win.
213   FAST: *refers to the ability to physically and cognitively out maneuver adversaries.* Leaders have to
214 think and act faster relative to the enemy to seize, retain, and exploit the initiative; thereby, gaining a
215 position of relative advantage to dictate operational tempo to win.
216   LETHAL: *is to be deadly in the application of force.* Leaders use combined arms operations to
217 quickly and effectively employ organic and joint fires in close combat to win.
218   PRECISE: *is to be accurate in the application of power to ensure delivery of the right effects in time,*
219 *space, and purpose.* Maneuver leaders apply purposeful combat power (proportional, necessary, and
220 discriminant) in complex physical and human terrain to achieve desired effects in close combat while
221 negating disproportional collateral damage.
222
223   The MLDS Visualization Framework (Figure 1) below provides the approach for how Infantry and
224 Armor leaders from Staff Sergeant through Captain are trained and developed to achieve the required
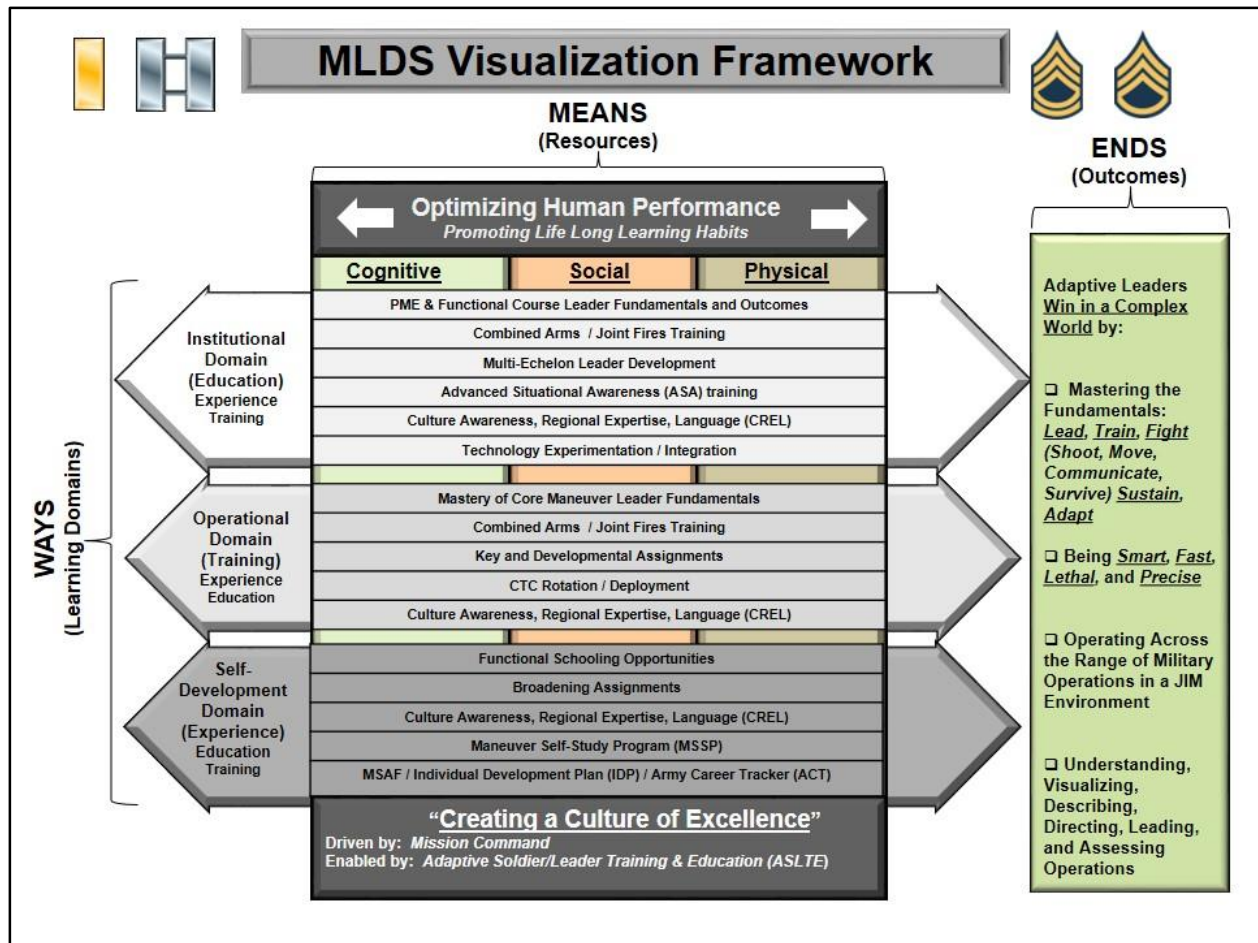225 attributes identified in the AOC and MMFC.

Figure 1: MLDS Visualization Framework

The MLDS Visualization Framework uses multiple organizing models by integrating: Ends, Ways, and Means; Army Learning Domains as identified in the Army Leader Development Strategy; and Human Performance Domains to describe the process. The Ends are achieved by mastering a set of core maneuver leader fundamentals through the Ways, which are the Army Learning Domains. The five maneuver leader fundamentals are: LEAD, TRAIN, FIGHT (Shoot, Move, Communicate, and Survive), SUSTAIN, and ADAPT. These fundamentals are designed on the foundations described in our Army keystone and capstone publications. LEAD captures those principles highlighted in ADP 6-22. TRAIN is the essence of ADP 7-0. FIGHT, SURVIVE, and SUSTAIN pull from tenets laid out in our capstone functional manuals ADP 3-90, ADP 4-0, ADP 5-0, and ADP 6-0. ADAPT describes our continued drive to improve maneuver leader development and produce moral and ethical Soldiers grounded in the Army Profession who are agile, resilient, and operate in cohesive teams as described in ADP 1 and ADP 3-0. The diagram shows each learning domain containing major initiatives. Simultaneously, those initiatives are arrayed against the Human Performance Domains: Cognitive, Social, and Physical. The Ends of the MLDS are achieved by optimizing human performance across Cognitive, Social, and Physical domains in the Self Development, Institutional, and Operational Learning domains using Adaptive Soldier / Leader Training and Education (ASLTE) methods and driven by Mission Command.

The MLDS is organized into three sections using the Ends, Ways, and Means construct. Following Section 1: MLDS Introduction and Description of the Ends, Section 2: Introduction to the Ways and Means Part I, Leader Development in the Army Learning Domains; describes major responsibilities for maneuver leader development across the Army with respect to the three learning domains. Section 3: Introduction to the Ways and Means Part II, Institutional Major Initiatives; describes the major initiatives

250 at the MCoE and how they maximize unit performance. Appendix A: Resource List; lists resources for
251 current programs and initiatives within the Institutional Army and Self-Development domains and how to
252 gain information about them. Appendix B: Professional Military Education Course Fundamentals;
253 provides a list of the MCoE PME courses, their fundamentals, and outcomes. Appendix C: Functional
254 Course Fundamentals; provides a list of MCoE Functional Courses, their fundamentals, and their
255 outcomes. In the end, Operational Force leaders should be informed and educated about MCoE initiatives,
256 the framework to define Core Maneuver Leader Fundamentals and expectations concerning levels of
257 proficiency achieved through institutional training.
258
259 The MLDS aids in developing maneuver leaders in a deliberate, continuous, and progressive career-
260 long process that synthesizes the knowledge, skills, abilities, and attributes gained through training,
261 education, and experience. The MLDS provides a framework to guide continued discussion and
262 collaboration while establishing training responsibilities across the Learning and Human Performance
263 Domains. In order to maintain strategy relevancy and effectiveness, it is imperative that maneuver leaders
264 continue to engage in professional dialogue and continuous collaboration to build consensus and solicit
265 feedback regarding maneuver leader development, training fundamentals, and course outcomes.
266
267 **Six Open Questions to Maneuver Leaders:**
268
269 ▪ *Do we have the right maneuver leader fundamentals*?
270
271 ▪ *Are there new maneuver leader fundamentals that need to be addressed*?
272
273 ▪ *Are the leaders being sent to their first unit or next unit of assignment meeting the proficiency levels*
274 *required of Operational Force leaders*?
275
276 ▪ *Are PME and Functional Course lengths appropriate, or do they need to be longer or shorter to*
277 *achieve desired proficiency levels?*
278
279 ▪ *What are we doing collectively to develop maneuver leaders during their formative years (E-1 through*
280 *E-4 and Officer Candidates)?*
281
282 ▪ *What are we doing collectively to recruit and select the talent required for maneuver leaders?*
283
284 ▪ *Has Cyber become so important that it deserves to be its own fundamental, or does it remain a part of*
285 *mission command processes?*
286

287 **Section 2: Introduction to the Ways and Means Part I, Leader Development in the Army**
288 **Learning Domains.**
289
290   Maneuver leaders must master the fundamentals of their military profession to achieve full capability
291 as *Smart*, *Fast*, *Lethal*, and *Precise* leaders. What makes the MLDS unique is its focus on company-grade
292 leaders mastering a set of, agreed upon, core maneuver leader fundamentals that are common to all phases
293 of joint operations and apply across the ROMO. Adaptive leaders are characterized by an ability to
294 maintain situational understanding and overcome the friction of war because of their mastery of the
295 fundamentals. Attaining mastery level proficiency of these core maneuver leader fundamentals is
296 achieved through repetitive training opportunities provided within institutional and home-station training,
297 reinforced during Decisive Action Combat Training Center (CTC) rotations, deployments, major
298 exercises, and augmented by continuous self-study and development. Mastery of these core maneuver
299 leader fundamentals requires training scenarios, exercises, and simulations to be progressive in nature,
300 increasing complexity with each iteration and demonstrated leader proficiency, which constantly
301 challenge our maneuver leaders physically, cognitively, and socially. Unit level training plans, scenarios,
302 and exercises are designed to reinforce the importance of gaining and maintaining situational
303 understanding by requiring leaders to quickly adapt to changes in conditions within the environment and
304 execute a series of branch plans; identify and exploit opportunities; take prudent risk through disciplined
305 initiative; and develop confidence in their ability to lead tactical formations during periods of uncertainty.
306 Mastery of the fundamentals is achieved by using ASLTE methods to optimize leader and unit
307 performance across cognitive, social, and physical domains. ASLTE training occurs across all three
308 learning domains: Operational, Institutional, and Self-Development.
309
310   What is ASLTE? As applied at the Maneuver Center of Excellence, ASLTE is a teaching method that
311 focuses on "how effectively" leaders accomplish a training outcome as opposed to a compliance method
312 that focuses on "yes" or "no" measure of performance. ASLTE is conducted by increasing the physical,
313 cognitive, and social complexity of an outcome through the execution of repetitive iterations. Training is
314 also kept relevant, realistic, and challenging because instructors increase complexity demands of the
315 training across the human performance domains. For example, realism is enhanced by injecting role
316 players to replicate host nation security forces, civilians on the battlefield, and or media, all of which
317 increases social complexity of the training event. Additionally, realism can be further enhanced with
318 advanced battlefield effects by using three dimensional targetry, smoke generators, moulage kits, etc., or
319 operating in a degraded communications environment. Learning occurs when students share, analyze, and
320 critique each other's solutions to the problems, or in the case of unit training, an in depth AAR is
321 performed (not a three sustains and three improvements hot wash). Additionally, through assessments,
322 training is tailored to the needs of specific individuals or units to optimize their performance along a
323 methodical training program as part of an individual or unit training strategy. ASLTE is versatile enough
324 to afford trainers the ability to change conditions rapidly and force units and leaders to exercise branch
325 and contingency plans. Training feedback focuses on causal results tied to decision making. ASLTE
326 develops leaders capable of recognizing changes, identifying and exploiting opportunities, and operating
327 in decentralized, complex, and unpredictable environments.
328
329   The ASLTE approach enforces the 21st Century Soldier Competencies by creating a learner centric
330 environment focused on problem solving. This approach develops a leader's ability to adapt either
331 quickly or effectively enough to conditions of war, or to the nature of the enemy. It builds agile leaders

332 adept at integrating the complimentary effects of combined arms and joint capabilities. It teaches leaders
333 to overcome the friction inherent in operating by, with, and through civilian, foreign, and coalition partner
334 populations because those leaders are armed with a fundamental understanding of political, social,
335 economic, and cultural dynamics. It trains leaders to master a set of maneuver leader fundamentals
336 through repetition, and thus develops greater ability, judgment, and confidence to adapt under conditions
337 of uncertainty. ASLTE is underpinned by active learning techniques that are focused on placing
338 ownership back on the student for basic knowledge. This knowledge is often delivered as a primer to
339 practical instruction periods through digital learning content. The students are then immediately assessed
340 on their knowledge through applying a solution to live, virtual, constructive, and gaming scenarios. See
341 Appendix A, Item #1, for more information on ASLTE.
342
343 **INSTITUTIONAL DOMAIN LEADER DEVELOPMENT:**
344   The Maneuver Center of Excellence (MCoE) provides trained agile, adaptive leaders ready to serve in
345 an Army at War; develops doctrine and capabilities for the Maneuver Force and the individual Soldier.
346 The leaders produced function across the range of military operations because they are masters of the
347 fundamentals; *Smart*, *Fast*, *Lethal*, and *Precise*; committed to the Army Profession; are morally and
348 ethically grounded; and possess the knowledge, skills, abilities, and attributes to *"Win in a Complex
349 World."* *Smart*, *Fast*, *Lethal*, and *Precise* applies not only to our close combat formations, but also applies
350 to our leader development and training approaches, processes, and systems.
351
352   MCoE training brigades functionally re-aligned in FY 13 to become organizationally smart, fast,
353 lethal, and precise. The functional brigade structure improves organizational effectiveness (smart);
354 improves combat effectiveness of the maneuver force through the alignment of structures and processes
355 (fast); aligns Non-commissioned Officer Education System (NCOES) and Officer Education System
356 (OES) within one brigade to enable adaptation and innovation, sharing of ideas, and best practices; and
357 preserves the ability to train branch fundamentals while increasing leader abilities to integrate combined
358 arms in all aspects of training (precise). This alignment enables the functional training brigades to
359 maximize opportunities towards enriching the education and training experience of the students by
360 focusing resources and time on attaining proficiency on a set of agreed upon core maneuver leader
361 fundamentals (lethal). Additionally, reorganization is about changing the training culture within the
362 Institutional Force to a "*Culture of Excellence*".
363
364   In order to train and develop Leaders and Formations that are *Smart*, *Fast*, *Lethal*, and *Precise*, the
365 Institutional Force must drive toward excellence in all that they do. Bold and enabled leaders do not let
366 bureaucratic walls prevent them from achieving excellence. They ask questions, explore options, talk to
367 their commander, and take prudent risks, particularly as they train and educate the world's finest
368 maneuver Soldiers and Leaders on a daily basis. If they are not achieving excellence at a given task, then
369 the Institutional Force needs empowered leaders to take action by reevaluating the outcomes of the
370 training and then determine how to best achieve those requirements. If additional resources are required –
371 subordinates must inform and force senior leadership to prioritize and make tough decisions on what to
372 do, and most importantly what is not done. This culture change requires constant collaboration and the
373 flattening of communications across all organizations at every echelon. It is focused on enabling the
374 situational understanding of the students and cadre to compliment leader development and training efforts
375 of the Operational Force. Overall, reorganization postures the MCoE to meet the leader development and

376   training needs identified by Operational Force leaders. The MCoE adapts leader development and training
377   approaches to optimize human performance across our student and cadre populations (Smart).
378
379   The Institutional Army develops a Culture of Excellence by focusing training time and resources to
380   an agreed upon set of course outcomes and identifying those core maneuver leader fundamentals that best
381   achieve those outcomes. This requires Programs of Instruction (POIs) that are tailored to ensure sufficient
382   time and resources are allocated and applied throughout courses. Students then achieve desired levels of
383   training and leader proficiency because their learning environments are resourced to allow multiple
384   iterations of course fundamentals under increasingly complex conditions. Mediocrity and under resourced
385   training is not an acceptable standard. As stated earlier in the document, the five maneuver leader
386   fundamentals are: LEAD, TRAIN, FIGHT (Shoot, Move, Communicate, and Survive), SUSTAIN, and
387   ADAPT. The Institutional Force achieves excellence in training by using ASLTE methods to build leader
388   proficiency in these core maneuver leader fundamentals. See Appendix B: Professional Military
389   Education and Appendix C: Functional Course Fundamentals and Outcomes for specifics.
390
391   Integrating Advanced Situational Awareness (ASA) training across all institutional leader
392   development and functional courses further develops the cognitive capability of the students. ASA
393   training focuses on techniques for analyzing complex environments, recognizing anomalies, making
394   decisions on the appropriate use of force, and mitigating insider threats. The training teaches students to
395   use behavior-profiling skills based on heuristics, geographics, proxemics, biometrics, atmospherics, and
396   kinesics. The use of ASLTE and the integration of ASA training when combined with appropriate
397   distributed learning, aids in creating a Culture of Excellence because it increases the time available for
398   students to achieve a level of proficiency in maneuver fundamentals and gain practical experience in
399   combined arms training. See Appendix A, Item #1, for more information on ASA training.
400
401   Combined arms training is integrated and taught across PME and the majority of Functional courses.
402   While increasing opportunities to train as a combined arms team occurs within live, virtual, and
403   constructive gaming (such as the Close Combat Tactical Trainer(CCTT)), field training remains the
404   primary method for collective combined arms training. The focus for combined arms training is the
405   synchronization, integration, and employment of organic fires, attack aviation, Small Unmanned Aerial
406   Systems (SUAS), artillery, engineers, armor, and infantry formations in close combat. Students must have
407   a solid foundation in Joint Fires as a critical enabler to JCAM and WAS. Therefore, increased emphasis is
408   being place on the inclusion of Joint Fires Training (JFT) across all PME courses. This emphasis on JFT
409   expands the traditional fire support planning and call-for-fire classes to include instruction on joint fires
410   capabilities, fire support and air space management procedures, and simulated close air support / close
411   combat attack control procedures. JFT instruction is supported by field artillery qualified Joint Forward
412   Observers, United States Air Force (USAF) Joint Tactical Air Controller (JTAC) teams, and 3/75 Ranger
413   Regiment Fire Support Team (FIST) elements. Combined arms and joint fires training using ASLTE
414   methods is further improved through the introduction of Multi-Echelon Leader Development (MELD).
415
416   Integrating students from across PME courses in the MELD program allows students to gain
417   experience in leadership roles they will assume upon graduating a course. Touch points are identified
418   across PME and Functional courses to maximize MELD opportunities. Examples of MELD already in
419   practice are: (1) the Combined Competitive Maneuver Exercise where IBOLC, ABOLC, MCCC, and

420	NCOA come together to provide student leaders for a 72 hour, CTC like, force-on-force exercise; (2)
421	MCCC students serving as guest company commanders during BOLC and NCOA TLP and STXs
422	training; and (3) NCOA students serving as platoon sergeants/squad leaders during BOLC STX and TLP
423	training. In FY 16, BOLC scheduling alignment with the same course lengths, start dates, and end dates
424	increases MELD opportunities for combined arms training for all PME students. ASLTE, combined arms
425	training, and MELD are further improved by placing specific emerging technologies into the hands of
426	students to enhance situational understanding and build familiarity.
427	
428	Technology Experimentation and Integration has always been a mission of the Institutional Army. At
429	the MCoE, the Capabilities Development and Integration Directorate (CDID) is continually placing select
430	technologies into the hands of students attending PME and Functional courses. The integration of these
431	emerging technologies into PME and functional courses allows students to become familiar with the
432	technology through hands on experience before systems are fielded. This allows more responsive operator
433	level feedback to better inform ongoing acquisition and development processes; enhances student
434	situational understanding through the use of technology; and increases student familiarity with emerging
435	systems that they may see within their tactical formations, or conversely in the hands of threat forces.
436	
437	The Culture, Regional Expertise, and Language (CREL) program enables leaders to engage
438	regionally and respond globally to compliment regionally aligned force concepts described in the AOC.
439	The integration of CREL into course curricula represents a shift in maneuver culture and doctrine as
440	identified in the 21st Century Soldier competencies. The systematic development of cultural awareness,
441	and language proficiency across Operational, Institutional, and Self-Development domains is essential to
442	building a broad based Landpower Network regionally and globally. With these concepts in mind, PME
443	curricula incorporate culture courses and regional skills training, and learned knowledge into mission
444	scenarios to broaden students' overall experiences. The MCoE hosts 12 different language tables on a
445	monthly basis for Soldiers to gather and practice their language speaking proficiency sponsored by
446	Country Liaison officers and International Military Students as part of broad efforts within the
447	Institutional Force to integrate our multinational partners. PME students are also given the Defense
448	Language Aptitude Battery to evaluate their ability to learn a language. Operational Force units can use
449	these test results to program Soldiers for language training. Students that self-identify additional language
450	capabilities are further afforded the chance to take the Defense Language Proficiency Test and the results
451	are recorded on the Soldier's ORB. Taking these tests allows the Institutional Force to help the Army
452	identify leaders with the right knowledge, skills, attributes, and abilities to maximize the capability of
453	designated regionally aligned forces. Furthermore, regional briefings and leader discussions are
454	conducted by resident international military student populations and foreign liaisons at the MCoE on a bi-
455	monthly basis to increase student awareness of regional issues. At the Army level, our personnel policies
456	must be adapted to support managing talent to ensure the right leader is identified for the right job in the
457	right formation at the right time. See Appendix A, Item # 2, for more information on CREL.
458	
459	Alignment of PME and Functional courses in FY16 creates a Culture of Excellence because it
460	maximizes the time a leader spends at Fort Benning. The intent is to keep students on a continuous path
461	of learning while they are at Fort Benning because wasted time between courses is minimized. Because
462	Officer Education System students are in a PCS status functional training courses are assigned based on
463	the requirements for the first unit or next unit of assignment. Because NCOA students are in a TDY

464   status, their attendance to follow-on functional courses is voluntary and dependent upon the approval and
465   funding from their current unit of assignment. Ultimately, aligning training provides the Institutional
466   Force the ability to tailor institutional training to the leader development needs of the Operational Force
467   leaders.
468
469   **OPERATIONAL DOMAIN LEADER DEVELOPMENT: (AR 350-1)**
470   Mastery of the core maneuver leader fundamentals occurs through experience and training that takes
471   place within tactical formations across the Operational Army (including CTC rotations and unit
472   deployments). Commanders are responsible for training and leader development in their units and for
473   providing a climate in which learning can take place. They deliberately plan, prepare, execute, and assess
474   training and leader development as part of their overall unit training program. Operational Force units
475   focus training on the mission essential tasks the unit was designed to perform over a range of military
476   operations in a Decisive Action Training Environment. Accordingly, commanders primarily focus leader
477   training, coaching, mentoring, and development activities on mission performance, to include Officer
478   Professional Development sessions, Noncommissioned Officer Development Program (NCODP)
479   sessions, and Sergeant's Time Training. In the case of NCOs, the Operational Force is the primary
480   developer of enlisted leaders during the first six to seven years of their service. As young Soldiers become
481   masters of their MOS fundamentals, they gain experience and promotions. At the rank of Sergeant, NCOs
482   return to the Institutional Army for their first PME experience at the Warrior Leader Course with its
483   universal, non-MOS specific, program of instruction. NCOs return to the Institutional Army for their first
484   branch specific PME experience at the Advanced Leader Course. When commanders are confident that
485   officers and NCOs can perform mission essential tasks to standard, leader training for current positions
486   can shift to leader development for increased responsibilities in the future. While Officer and Non-
487   Commissioned Officer leader development is discussed separately and distinctly below, it must be
488   stressed that Leader Development is a holistic program. The recent years of conflict demonstrate the need
489   to organize NCO and Officer Leader Development to complement each other. Ultimately, the shared
490   goals of leader training and leader development is the production of self-aware, agile, competent, and
491   confident leaders that enhance unit readiness and mission accomplishment, and providing instructors to
492   the Institutional Force.
493
494   **Officer Professional Development (OPD):** Commanders should assign officers progressively more
495   complex and demanding duties based on their level of development and demonstrated potential.
496   Commanders also assess officers' performance against leader competencies and attributes as outlined in
497   both ADP 6-22 and ADRP 6-22, and they provide information on strengths, weaknesses, and
498   developmental needs. Commanders should allow time for officers to attend continuing education and
499   professional development courses as operational requirements permit to progress them along the
500   continuum of learning. Unit officers should: (1) develop individual self-development action plans in
501   coordination with their commander; (2) conduct self – study and practice critical functional leader tasks
502   frequently enough to attain and sustain proficiency; (3) expand their knowledge by studying history,
503   doctrine, professional manuals and publications, and analyzing current events in view of their impact
504   within their functional area; (4) seek assistance and guidance from supervisors, and more experienced
505   leaders and peers; and (5) seek challenging assignments that provide opportunities to grow in tactical and
506   technical abilities.
507

508   **Noncommissioned Officer Development Program (NCODP):** As with all leader training and
509   leader development, the NCODP is a command responsibility. The program reflects command priorities
510   and expectations for leader training and development and is typically managed by the CSM or senior
511   NCO in the organization. The NCODP consists of training programs, formal and informal, one-on-one or
512   groups, involving coaching as well as instruction, and will be fully integrated into the unit's overall
513   training program. It builds upon the contributions of the Army's Enlisted Personnel Management System
514   and the sequential and progressive design of the NCOES. These two systems provide a valuable
515   foundation for the development of NCOs; however, it is through the application of knowledge, skills, and
516   abilities in the unit that Soldiers become quality NCOs. A successful NCODP produces NCOs who: (1)
517   demonstrate the skills of current skill level and duty position per DA Pam 611–21 and DA Pam 600–25;
518   (2) accept the duties and responsibilities of current rank and duty position per AR 600–20, DA Pam 611–
519   21, and doctrinal products (FM 7–22.7); and (3) enhance combat performance for the current and next
520   higher rank and duty position per AR 600–20 and doctrinal products (ADRP 6–22); (4) enhance combat
521   leadership competencies for the current and next higher rank per doctrinal products (ADRP 6–22); (5)
522   train themselves and subordinates to be proficient in individual and collective tasks and associated critical
523   tasks per doctrinal products (ADP/ADRP 7–0, FM 7–22.7) and unit training management; and (6) coach
524   subordinates to be totally committed to US Army Professional Ethics, Warrior Ethos, and the Soldier's
525   Creed per doctrinal products (ADRP 6–22).
526
527   **Broadening Assignments:**
528   Assignment to broadening positions throughout career timelines provides leaders with exposure to
529   different environments, presents them with opportunities to work complex problems, and ultimately helps
530   the Army grow strategic, adaptive, and innovative executive-level leaders capable of performing above
531   and beyond the tactical and operational levels. Specific to the Institutional Army, positions as drill
532   sergeants, platform instructors, platoon trainers, small group leaders, doctrine writers, or other positions
533   provide critical broadening for leaders that enhances their standing in competition for command, key
534   billet, and/or senior executive-level positions. It is critical that our Army consolidate the hard won
535   experience of our leaders who have served in operational theaters to maintain relevancy. The
536   dissemination of their hard-earned experiences enriches the PME and Functional Course institutional
537   training. To maximize a leader's ability to pursue broadening assignments and be competitive for
538   promotion, all leaders must understand and adhere to existing guidance that limits key developmental
539   assignments to 24 months maximum time. Officers and NCOs should view the concept of broadening as a
540   purposeful expansion of a leader's capabilities and understanding provided through opportunities internal
541   and external to the Army. The result of broadening is a continuum of leadership capability at direct,
542   operational, and strategic levels that bridges diverse environments and organizational cultures while
543   simultaneously building the global land power network. Officer and NCO Career timelines on the Army
544   Career Tracker list broadening / generating force assignments as per DA PAM 600-3 and DA PAM 600-
545   25.

546   **SELF-DEVELOPMENT DOMAIN:**
547   The Army Leader Development Strategy (ALDS) defines the Self-Development domain as including
548   planned and goal-oriented learning that reinforces and expands the depth and breadth of an individual's
549   knowledge base and self-awareness. Self-Development bridges learning gaps between the operational and
550   institutional domains and sets conditions for continuous learning and growth. There are three variations:
551   structured self-development, which are mandatory learning modules to meet specific learning objectives

552 and requirements; guided self-development, which is recommended, but optional learning intended to
553 enhance professional competence; and personal self-development which is self-initiated learning to meet
554 personal training, education, and experiential goals. Structured Self-Development (SSD) for NCOs is a
555 centrally managed set of specified content that must be completed within specified career points as a
556 prerequisite for attendance at the Warrior Leaders Course, Maneuver Senior Leaders Course, and the
557 Sergeants Major Academy. There are no current programs for Officer SSD.
558
559   While there is no formal requirement for Officer Structured Self-Development, the following are
560 general guidelines and leader expectations to shape officer self-development as it relates to institutional
561 training. Before arriving at the Maneuver Captains Career Course (MCCC), Armor and Infantry officers
562 should be experienced and knowledgeable in all aspects of company level operations. They should also be
563 familiarized with battalion and brigade operations. MCCC validates these leaders' knowledge of company
564 level operations and provides training to make students more knowledgeable of battalion and brigade
565 operations. When these leaders graduate from the career course, they return to the Operational Force to
566 learn mastery by leading companies while continuing to familiarize themselves with how to perform Field
567 Grade officer functions in battalion, brigade, and division level organizations. When these officers go to
568 Intermediate Level Education at the Command and General Staff College, they are trained on Field Grade
569 roles and responsibilities, and so on through the Army PME system. Students must come prepared for
570 their PME experience. If they wait until they are in their next PME experience to begin learning about
571 their next job, then they are behind their peers in development and understanding. They risk failure.
572
573   Self-Development is about fostering, building, and maintaining intellectual curiosity within our
574 leaders. Self development can take many paths as leaders enhance their knowledge, skills, attributes, and
575 abilities. Advanced Civil Schooling, Degree Completion, Certification Programs, MSAF 360, GAT 2.0,
576 Comprehensive Soldier Family Fitness, etc. are just a small sample of the self-development options
577 available to leaders. A specific program that the Institutional Force hosts is the Maneuver Self Study
578 Program (MSSP). MSSP is a resource to assist maneuver leaders of all ranks in developing individual and
579 organizational self-development plans. MSSP is web-based and consists of books, articles, doctrine,
580 films, lectures and practical application exercises. The program provides opportunities to maneuver
581 leaders for structured and guided self-development designed to help educate them about the nature and
582 character of war, as well as their responsibilities to prepare Soldiers for combat, lead Soldiers in battle,
583 and accomplish the mission. The MSSP provides individuals, leaders, and instructors with a discussion
584 forum and links to social media for collaboration. Specific topics include, but are not limited to: (1)
585 Afghanistan; (2) Armor and Cavalry heritage, tactics, and small unit actions; (3) Infantry heritage, tactics,
586 and small unit actions; (4) Moral, Ethical, and Psychological Dimensions of War; and (5) Technology,
587 Doctrine, and Combat Developments. The program uses professional reading, interactive dialogue,
588 reflection, and mentoring to deliver its educational outcomes. The intent is to enhance the understanding
589 of complex interactions between war and politics and to improve the effectiveness of maneuver leaders in
590 complex environments in combat against determined, adaptive enemies. The Combat Leadership
591 Speaking Program also aids self-development. At least once a month, the MCoE schedules JIM leaders to
592 engage PME students on thought provoking topics of interest. These events are captured in video
593 recordings that are made available for future use. See Appendix A, Item #3, for more information on the
594 Maneuver Self Study Program and Combat Leader Speaking Program.
595
596   Additional Self-Development resources are available inside as well as outside of formal Army
597 channels. Some formal mechanisms involve writing for publication in the numerous sanctioned Army and
598 Branch specific periodicals such as Armor and Infantry Magazine. Social media outlets also provide
599 excellent mechanisms to write, reflect, and network with peers, subordinates, and seniors. Army
600 sponsored sites include http://platoonleader.army.mil/ for platoon leaders and
601 http://companycommand.army.mil/ for company commanders. Public Domain sources for networking

602 and learning include but are not limited to: Small Wars Journal, WarCouncil.org, Defense Entrepreneurs
603 Forum, Medium, Foreign Policy, and Doctrine Man. Social media services such as LinkedIn, Facebook,
604 Twitter, and RallyPoint can also be used to branch out and connect with people who provide unique
605 perspectives and knowledge that can be applied to numerous problems. The websites and networks can
606 recommend books, articles, and publication forums that allow leaders to continue their self-development
607 along a career path of continuous learning.
608
609   Self-development is also not limited to intellectual / cognitive pursuits only. The pursuit of advanced
610 and increased social and physical abilities are also encouraged. For example, physical capabilities can be
611 increased through participation during off duty hours in unit sports programs, civic sporting events
612 (Tough Mudders, or Adventure Races), and other recreational physically demanding activities. Social
613 abilities can be improved through volunteer civic organizations where social interactions occur. Critical to
614 developing these abilities is unit commanders creating calendar white space and other resources for
615 Soldiers to pursue their self-development needs.
616
617   The MLDS provides a method for achieving a Culture of Excellence by fostering disciplined
618 initiative to pursue adaptation and innovation across the learning and human dimension domains.
619 Mastering maneuver leader fundamentals ensures our Army produces leaders and formations who are
620 Smart, Fast, Lethal, and Precise and can operate in JIM environments to shape, prevent, fight, and win. To
621 this end, the MCoE pursues several initiatives to ensure leader training and education remains relevant.
622 Section 3 of the MLDS describe these initiatives in greater detail and describes how they are continuing
623 to keep courses relevant.
624

625 **Section 3: Introduction of the Ways and Means Part II; Institutional Major Initiatives**
626
627 *"One of our most important duties as Army professionals is to think clearly about the problem of future*
628 *armed conflict." GEN David G. Perkins*
629
630   The MCoE is the movement and maneuver proponent for the United States Army. It has the critical
631 task of developing leaders and formations through training, education, and capabilities development to be
632 Smart, Fast, Lethal, Precise, and capable of fighting and winning across the range of military operations.
633 The MCoE must "understand, and describe" future maneuver in a way that is meaningful to the
634 Operational Force. MCoE efforts: (1) enable the operating force to conceptualize future maneuver and
635 build training scenarios for their forces; (2) highlight current and future capability gaps; (3) which then
636 enables precision experimentation; and (4) informs leader development and training. The MCoE describes
637 the challenges associated with shaping, preventing, and winning in an ever-increasingly complex world.
638 This requires the MCoE to execute relevant and rigorous leader training while developing conceptual,
639 non-material, and material solutions to ensure they are fully enabling the Operational Force in the most
640 appropriate manner. These processes are not executed in a vacuum. They are executed through consistent
641 dialogue with external organizations, subject matter experts, other CoEs, and most importantly, the
642 Operational Force to inform the process and outputs.
643
644 **CAPABILITIES DEVELOPMENT INITIATIVES: "THINKING ABOUT THE FUTURE OF**
645 **MOVEMENT AND MANEUVER."**
646 **U.S. Army Functional Concept for Movement and Maneuver (Future Maneuver Concept):**
647   The Movement and Maneuver Army Functional Concept (TRADOC Pam 525-3-6) describes how
648 Army forces will maneuver as part of JIM efforts, operate to accomplish campaign objectives, and protect
649 U.S. national interests. This concept drives force development and modernization efforts because it
650 establishes a common framework to develop the specific capabilities required to fully enable movement
651 and maneuver during the conduct of JCAM and WAS in uncertain, highly-competitive, and dynamic
652 operational environments. This concept also serves as a point of departure for wide-ranging discussions,
653 war-games, and experimentation. See Appendix A, Item #4, for more information on U.S. Army
654 Functional Concept for Movement and Maneuver initiatives.
655
656 **MCoE Future Maneuver Operational Planning Team (OPT):**
657   This MCoE CG-directed effort evaluates trends in modern conflict and projects how future conflicts
658 will be waged across the range of military operations. The team's evaluation of how such conflicts will be
659 waged provides insight into the competencies required of future leaders. Exploitation of this group's
660 expertise is essential to ensuring the MCoE is on the correct path of developing future leaders for the
661 Army. This OPT's work informs the development of the Movement and Maneuver Concept and the
662 Maneuver Leader Development Strategy. See Appendix A, Item #5, for more information on Future
663 Maneuver OPT initiatives.
664
665 **Optimize Human Performance:**
666   The Human Dimension supports the capabilities of maneuver forces who require adaptable Soldiers
667 and Leaders to operate in decentralized, complex, unpredictable environments packed with hosts of
668 friendly, neutral, and adversarial forces, whose favor can be won or lost based on good or bad decision
669 making. The Army must take a holistic approach to prepare our leaders across the physical, cognitive and

670 social fabrics of the human dimension to produce adaptable leaders who possess the resiliency to
671 overcome adversity. They must be prepared physically and mentally to: endure the stresses of prolonged
672 deployments; quickly ascertain knowledge from experiences; rebound from set-backs; make ethical
673 decisions that adhere to socially acceptable behavior; and develop new skills around and based upon
674 emerging technologies and systems. They must possess the character and cognitive ability to understand
675 the implications of individual and unit actions in a globally linked society as well as make quick decisions
676 in a decentralized, fast paced environment with available information and experience developed through
677 deployments, training, and education. They must be socially confident and skilled to operate in JIM
678 environments cluttered with multitudes of actors who possess multiple agendas.
679
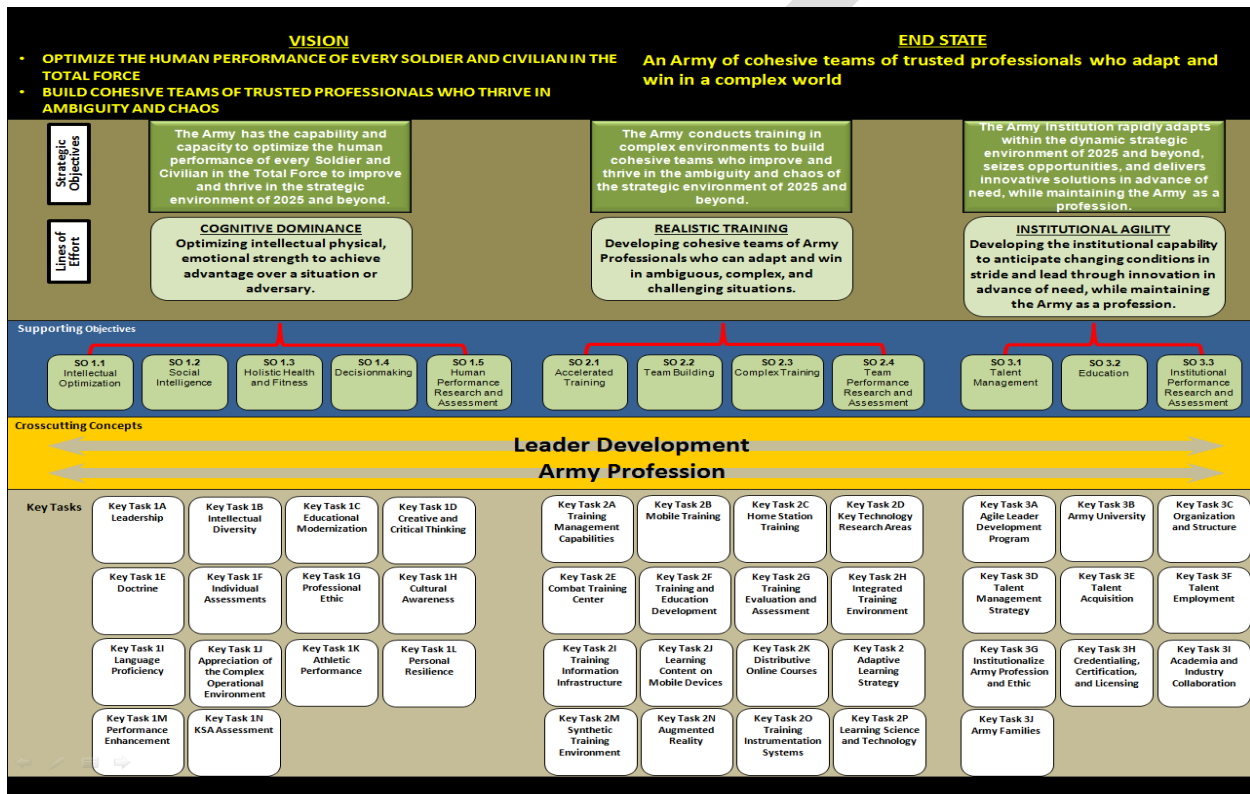
681 **Figure 2 Army Human Dimension Strategy (AHDS) Map**
682

683   The MLDS directly nests with the Army Human Dimension Strategy (AHDS) which is a foundational
684 component to achieving the vision of *Force 2025 and beyond* and cuts across both the Army Leader
685 Development Strategy and the Army Profession Campaign. The MCoE continues to lead innovations in
686 the human dimension (cognitive, physical and social) capabilities that optimize Soldier, leader and team
687 performance. As leaders remain the most decisive element of combat power, the MCoE continues to
688 apply innovations in training, education, research and technological methods which support the AHDS
689 three lines of efforts, supporting objectives, and key tasks outlined in the AHDS strategy map below.
690 Human performance optimization enables the building of smart, fast, lethal and precise leaders who thrive
691 and succeed in the ambiguity and complexity of the security environment. See Appendix A, Item #6, for
692 more information on MCoE Human Dimension initiatives.
693
694

695 **TRAINING AND EDUCATION INITIATIVES.**
696 **Integrated Weapons Training Strategy (TC 3-20.0):**
697   The IWTS is an overarching training strategy for commanders to train, evaluate, and assess units on
698 all individual, crew served, and direct fire platforms, including mortars, throughout maneuver battalions.
699 It maximizes the capabilities of simulation and live fire events in a systematic manner that increase and
700 sustain Soldier proficiency, effectiveness, and lethality. To do this, the IWTS is designed specifically to
701 synchronize with the Army's force generation models and incorporates: (1) training models for every
702 individual, crew-served, and weapons platform; and (2) includes the live-fire training requirements for
703 company / team, and battalion / squadron / task force fire coordination exercises (FCX). The strategy is
704 based on the training requirements of each separate weapon or system to achieve combat readiness across
705 all formation types. Each weapon, system, and small unit has a corresponding training strategy that is
706 built using the structure found in the IWTS. These separate strategies are interwoven in a collaborative
707 manner with others to support all collective live-fire qualification or readiness events across the
708 progressive strategy. They culminate in combined arms training events for all maneuver formations. See
709 Appendix A, Item #7, for more information on Integrated Weapons Training Strategy initiatives.
710

711 **Master Marksmanship Trainer Course (MMTC):**
712   In close collaboration across the MCoE and with the Operational Force, the MCoE established the
713 MMTC, and it is currently being run by the Army Marksmanship Unit (AMU). The overall course
714 strategy produces Expert marksman, trainers, and training experts who develop solutions to
715 marksmanship training issues that have evolved over the past several years of persistent conflict. The
716 course is five weeks in duration, and successful graduates are able to assist in the planning, resourcing,
717 execution, recovery, and sustainment of marksmanship training within their organization. They are also
718 capable of advising commands and small unit leaders on the tactical employment of small arms weapon
719 systems. See Appendix A, Item #8, for more information on Marksmanship Master Trainer Course
720 initiatives.
721

722 **Maneuver Leader Maintenance Course (MLMC):**
723   The ten day MLMC focuses on battalion and small unit level maintenance operations for maneuver
724 leaders. Leaders receive training on maintenance fundamentals, how to run a command maintenance
725 program with an emphasis on Preventative Maintenance Checks and Services (PMCS), and 5988E flow.
726 Students gain the skills and understanding to execute command maintenance and a commander's
727 inspection program for maintenance to the Army standard. Additional instruction focuses on maintenance
728 information systems, how battalion level systems interface with higher level maintenance organizations
729 and systems (Standard Army Maintenance System-1E and Global Combat Support System-Army) as the
730 primary systems to order repair parts for the battalion. Students will learn to utilize the Logistics
731 Information Warehouse (LIW) and the Integrated Logistics Analysis Program (ILAP) to identify and
732 track parts flow from higher level organizations to the battalion. Leaders are provided an understanding of
733 planning and resource considerations for conducting maintenance in the tactical environment in offensive
734 and defensive operations, including an understanding of recovery operations and the planning
735 considerations for UMCP emplacement. See Appendix A, Item #9, for more information on Maneuver
736 Leader Maintenance Course initiatives occurring at the MCoE.
737

738   Leaders across the Army use the MLDS to provide a framework to train, develop, and educate
739   company grade Infantry and Armor leaders along a continuum of learning where they develop lifelong
740   learning habits. The Institutional Force is pursuing the initiatives described above to ensure maneuver
741   leader training and education remains relevant to Operational Force leadership needs.

MLDS Conclusion

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743
744   The MLDS provides purpose and direction for building adaptive *Smart*, *Fast*, Lethal, and
745 *Precise* leaders who are adept at integrating the complimentary effects of combined arms and
746 joint capabilities in close combat, are armed with the fundamental understanding of political,
747 social, economic, and cultural dynamics. The MLDS addresses the development process for
748 maneuver leaders across the Institutional, Operational and Self-Development domains and nests
749 with the ALDS. Additionally, the MLDS defines Core Maneuver Leader Fundamentals and
750 builds expectations concerning proficiency levels achieved during training. The goal of the
751 MLDS is to provide a common approach and framework to develop maneuver leaders. The
752 individual methods used by leaders and formations to apply the MLDS are METT-TC
753 dependent. Therefore, strategy serves as a point of departure to establish dialogue, ownership,
754 investment, and training responsibilities across the three learning domains between Operational
755 and Institutional Army leaders. As part of this strategy, MCoE provides trained and ready
756 Soldiers and Leaders to the Army while simultaneously looking forward and visualizing future
757 conflict requirements. The AOC and MMFC compel us to develop the future force's capability
758 to anticipate changing conditions while ensuring our maneuver force is manned, trained, and
759 equipped to overmatch enemies who aggressively move to a positional advantage to seize, retain
760 and exploit the initiative. To that end, Military Occupational Specialty Task Lists, Combined
761 Arms Training Strategies, Programs of Instruction, and Career Maps will need adjusting to
762 reflect the changes required for future maneuver leaders. The Army needs leaders and forces that
763 are *Smart*, *Fast*, *Lethal*, and *Precise* to achieve this vision. The maneuver force must build
764 maneuver leaders and supporting institutions that recognize and maximize the opportunities
765 presented to them by encouraging subordinates at all levels to take prudent risk through
766 disciplined initiative. The Operational Force "owns" the MLDS; therefore, the Institutional and
767 Operational Forces must collaborate to ensure relevance and stakeholder buy-in.
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778		**Appendix A: Resource List**
779		
780	1.	ASLTE/ASA See Appendix B, pages B-8-9, Maneuver Leader Development Strategy
781		(MLDS) 2nd Edition Draft (as of 2 Sept 2014).
782		https://www.warrioruniversity.army.mil/training-wiki/-/wiki/main/mlds
783	2.	LREC See Appendix C, MLDS, pages C-1-6.
784		https://www.warrioruniversity.army.mil/training-wiki/-/wiki/main/mlds
785		TRADOC Culture Center https://ikn.army.mil/apps/tccv2/
786		US Air Force Culture and Language Center http://culture.af.mil/
787		Defense Language Institute http://www.dliflc.edu/
788		Navy LREC sources http://www.public.navy.mil/bupers-
789		npc/career/language_culture/Pages/LearningResources.aspx
790		USMA Center for Languages, Cultures and Regional Studies
791		http://www.usma.edu/clcrs/SitePages/Home.aspx
792		USMC Regional Culture and Language Familiarization sources
793		https://www.tecom.usmc.mil/caocl/SitePages/RCLF.aspx
794	3.	MSSP http://www.benning.army.mil/mssp/
795		Appendix D, MLDS, pages D-1-3, https://www.warrioruniversity.army.mil/training-wiki/-
796		/wiki/main/mlds
797	4.	Future Maneuver Concept http://www.tradoc.army.mil/tpubs/pams/tp525-3-6.pdf
798	5.	Future Maneuver OPT link under development.
799	6.	Human Dimension Initiatives See Appendix B, MLDS, pages B-1-15.
800		https://www.warrioruniversity.army.mil/training-wiki/-/wiki/main/mlds
801	7.	Integrated Weapons Training Strategy link under development.
802	8.	Marksmanship Master Trainer Course link under development.
803	9.	Maneuver Leader Maintenance Course link under development.
804		
805		**PRIMARY GUIDANCE**
806		Army Capstone Concept, 19 December 2012.
807		Army Operating Concept: Win in a Complex World, 31 October 2014
808		Army Leader Development Strategy (ALDS) 2013.
809		Army Learning Concept for 2015, 20 January 2011.
810		Army Training Strategy, 03 October 2012.
811		Memorandum for Leaders, US Army Forces Command, SUBJECT: FORSCOM Leader
812		Development Guidance, JAN 27 2014.
813		AR 350-1: Army Training and Leader Development, 19 August 2014
814		DA PAM 350-58, *Army Leader Development Program,* 8 March 2013.
815		
816		**PRIMARY SOURCES AND REFERENCES**
817		AR 220-1, *Army Unit Status Reporting and Force Registration – Consolidated Policies*, 15 April
818		2010.
819		AR 525-29, *Army Force Generation*, 14 March 2011.
820		AR 600-20, *Army Command Policy*, 6 November 2014.

821   AR 600-100, *Army Leadership*, 8 March 2007.

822   DA PAM 350-38, *Standards in Training Commission*, 19 November 2012.

823   DA PAM 600-3, *Commissioned Officer Professional Development and Career Management*, 3
824   December 2014.

825   DA PAM 600-25, *U.S. Army Noncommissioned Officer Professional Development Guide*, 28 July
826   2008.

827   DA PAM 611-21, *Military Occupational Classification and Structure,* 22 January 2007.

828   DA PAM 600-25, *U.S. Army Noncommissioned Officer Professional Development Guide,* 28 July
829   2008.

830   DA PAM 738-750, *Functional Users Manual for the Army Maintenance Management System*
831   *(TAMMS)*,   1 August 1994.

832   DA PAM 750-8, *The Army Maintenance Management System (TAMMS) Users Manual*, 22
833   August 2005.

834   ADP 1, *The Army*, with Chg 1 07 November 2012.

835   ADRP 1, *The Army Profession*, 14 June 2013.

836   ADP 3-0, *Unified Land Operations,* May 2012.

837   ADP 3-90, *Offense and Defense*, 31 August 2012.

838   ADP 4-0, *Sustainment*, 31 July 2012.

839   ADP 5-0, *The Operations Process*, 17 May 2012.

840   ADP 6-0, *Mission Command*, w/ Chg 1 12 March 2014.

841   ADP 6-22, *Army Leadership*, with Chg 1, 10 September 2012.

842   ADRP 6-22, *Army Leadership*, with Chg 1, 10 September 2012.

843   ADP 7-0, *Training Units and Developing Leaders*, 23 August 2012.

844   ADRP 7-0, *Training Units and Developing Leaders*, 23 August 2012.

845   CJCSI 3126.01A, *Language, Regional Expertise, and Culture (LREC) Capability Identification,*
846   *Planning, and Sourcing*, 31 January 2013.

847   FM 6-22, *Developing Leaders* (DRAFT)*,*20 January 2015.

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974	https://msaf.army.mil/
975	Products Published by the Defense Language Institute Foreign Language Center (DLIFLC) at
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977	Self-Development Handbook at
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980	Military History) at http://www.history.army.mil/reading.html
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Appendix B: Professional Military Education Course Fundamentals

983

IN ALC Fundamentals:		
LEAD		• **Is physically and mentally fit (Mastery)** • **Conducts Troop Leading Procedures at the Section Sergeant/Squad Leader (Mastery)** • **Knows how to develop, execute, and assess individual and collective training for a section; understands training management (Mastery)** • **Understands Army Ready and Resilient Programs to best care for and serve Soldiers and Families (Proficiency)**
TRAIN		• **Knows how to plan, resource, execute and assess individual and collective training for a section IAW the 8 step training model (Mastery)**
FIGHT	Shoot	• **Capable of engaging targets and controlling organic weapons systems to optimize effects (Mastery)** • **Capable of controlling indirect fires at section level (Proficiency)** • **Capable of controlling direct and indirect fires with air/ground operations during CAM (Proficiency)**
	Move	• **Capable of employing section/platoon level movement formations and techniques (Mastery)** • **Able to conduct section/platoon level combined arms maneuver (Proficiency)**
	Communicate	• **Capable of communicating IAW Army doctrine orally, written, and graphically (Mastery)** • **Capable of providing performance feedback to individuals ; understands evaluations and developmental counseling; mentors subordinates (Proficiency)**
	Survive	• **Understands principles of patrolling, fundamentals of reconnaissance and security operations (Mastery)** • **Understands priorities of work, patrol base activities, and security operations (Mastery)** • **Understands how to treat and evacuate casualties (Mastery)**
SUSTAIN		• **Understands supply accountability and command supply discipline (Proficiency)** • **Understands how to care for and maintain equipment (Proficiency)** • **Understands Army Ready and Resilient Programs to best care for and serve Soldiers and Families (Proficiency)**
ADAPT		• **Able to synchronize assets at the right time and place IAW Cdr's Intent (Proficiency)** • **Looks for creative solutions to solve problems (Proficiency)** • **Demonstrates situational understanding and agility in adapting to change within a complex environment (Proficiency)**

TRADOC Regulation 350-36 proficiency levels:
• Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.
• Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.

Course Outcomes:

• **Produce an IN ALC graduate that demonstrates…**
  ➢ **Sound character, intellect, creates a presence, is committed to the Army profession and is grounded in current doctrine**
  ➢ **Leader presence as characterized by mental, physical and emotional readiness / resilience**
  ➢ **Intellect through mastery of troop leading procedures, effective communication and the ability to solve complex problems through creative thinking**
  ➢ **Tactical and technical competence (effectively employ a section utilizing all organic assets)**
  ➢ **Understanding human nature and the ability to teach, coach and mentor subordinates to accomplish the mission**
  ➢ **Understanding of how to train a section/platoon to win; leadership by example**
  ➢ **Understanding of Army supply discipline and accountability, Army programs and administrative systems commensurate with grade/rank**

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19D AR ALC Fundamentals:		
LEAD		• **Is physically and mentally fit (Mastery)** • **Conducts Troop Leading Procedures at the Squad Level (Mastery)** • **Understands how to define the Operating Environment at a Squad/Platoon Level (Proficiency)** • **Understands Army Ready and Resilient Programs to best care for and serve Soldiers and Families (Proficiency)** • **Understands and demonstrates proficiency in the 21st Soldier competencies appropriate to their level (Proficiency)** • **Aware of their role as a member of the Army Profession and able to apply those ideas through the application of leadership using Army values and ethics (Proficiency)**
TRAIN		• **Knows how to develop, execute, and assess individual and collective training for a section (Mastery)**
FIGHT	Shoot	• **Capable of engaging targets and controlling organic weapons systems to optimize effects in simulated environment (Mastery)** • **Capable of controlling indirect fires at Squad levels (Proficiency)** • **Capable of controlling direct and indirect fires with air and ground elements (Proficiency)** • **Capable of evaluating terrain, and selecting routes, areas, and fighting position for self and follow on forces (Proficiency)** • **Capable of controlling direct and indirect fires with air/ground integration during CAM (Proficiency)** • **Capable of operating with tactical efficiency within the Army Doctrine as a Squad Leader while mounted/dismounted within a Platoon as part of a combined arms element (Mastery)**
	Move	• **Capable of employing section level movement formations and techniques both mounted and dismounted (Mastery)** • **Capable of directing Squad level battle drills (Mastery)**
	Communicate	• **Capable of communicating IAW Army doctrine orally, written, and graphically (Mastery)** • **Capable of providing performance feedback to individuals (Proficiency)** • **Capable of collecting battlefield data, developing the situation and reporting all information rapidly and accurately (Mastery)** • **Capable of issuing fire commands at a Squad/Platoon Level (Proficiency)** • **Capable of requesting, observing and adjusting supporting fire (Proficiency)**
	Survive	• **Understands principles of patrolling, fundamentals of reconnaissance, and security operations (Mastery)** • **Understands priorities of work in an assembly area, defense, or patrol base (Mastery)** • **Understands how to treat and evacuate casualties (Mastery)**
SUSTAIN		• **Understands supply accountability (Proficiency)** • **Understands how to care for and maintain equipment (Proficiency)**
ADAPT		• **Capable of synchronizing assets at the right time and place IAW the PL`s Intent (Proficiency)** • **Looks for creative solutions to solve problems (Proficiency)** • **Demonstrates situational understanding and agility in adapting to change within a complex environment (Proficiency)**

TRADOC Regulation 350-36 proficiency levels:
• Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.
• Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.

Course Outcomes:

• **Produce an NCOES graduate that demonstrates…**
  ➢ **Sound character, intellect, creates a presence, is committed to the Army profession and is grounded in current doctrine**
  ➢ **Leader presence as characterized by mental, physical and emotional readiness / resilience**
  ➢ **Intellect through mastery of troop leading procedures, effective communication and the ability to solve complex problems through creative thinking**
  ➢ **Tactical and technical competence (effectively employ a Section/Squad utilizing all organic assets)**
  ➢ **Understanding human nature and the ability to teach, coach and mentor subordinates to accomplish the mission**
  ➢ **Understanding of how to train a section to win; leadership by example**
  ➢ **Understanding of Army supply discipline and accountability, Army programs and administrative systems**

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B-1

19K AR ALC Fundamentals:

LEAD		• Is physically and mentally fit (Mastery) • Conducts Troop Leading Procedures at the Tank Commander/Section Sergeant Level (Mastery) • Understands Army Ready and Resilient Programs to best care for and serve Soldiers and Families (Proficiency) • Understands and demonstrates proficiency in the 21st Soldier competencies appropriate to their level (Proficiency) • Aware of their role as a member of the Army Profession and able to apply those ideas through the application of leadership using Army values and ethics (Proficiency)
TRAIN		• Knows how to develop, execute, and assess individual and collective training for a Tank section/platoon (Mastery)
FIGHT	**Shoot**	• Capable of engaging targets and controlling tank weapons systems to optimize effects in a simulated environment (Mastery) • Capable of controlling indirect fires at section levels (Proficiency) • Capable of controlling direct and indirect fires with air and ground elements (Proficiency) • Capable of evaluating terrain and selecting routes, areas, and fighting positions (Proficiency) • Capable of operating with tactical efficiency within Army Doctrine as a Vehicle Commander/Section Sergeant within a Platoon as part of a combined arms element. (Mastery)
	Move	• Capable of employing section/platoon level movement formations and techniques (Mastery) • Capable of directing and executing Section/Platoon Battle Drills (Mastery)
	Communicate	• Capable of communicating IAW Army doctrine orally, written, and graphically (Mastery) • Capable of providing performance feedback to individuals (Proficiency) • Capable of issuing fire commands at Section/Platoon Level (Proficiency) • Capable of requesting, observing, and adjusting supporting fire (Proficiency)
	Survive	• Understands principles of patrolling and security operations (Mastery) • Understands priorities of work in an assembly area, defense or patrol base (Mastery) • Capable of ensuring collection and proper reporting of intelligence data to unit and responsible staff sections (Proficiency)
SUSTAIN		• Understands supply accountability (Proficiency) • Understands how to care for and maintain equipment (Proficiency)
ADAPT		• Able to synchronize assets at the right time and place IAW PL's Intent (Proficiency) • Looks for creative solutions to solve problems (Proficiency) • Demonstrates situational understanding and agility in adapting to change within a complex environment (Proficiency)

TRADOC Regulation 350-36 proficiency levels:
• Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.
• Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.

Course Outcomes:
• Produce an NCOES graduate that demonstrates…

  ➢ Understands skill level 4 Armor Crewman duties
  ➢ Sound character, intellect, creates a presence, is committed to the Army profession and is grounded in current doctrine
  ➢ Leader presence as characterized by mental, physical and emotional readiness / resilience
  ➢ Intellect through mastery of troop leading procedures, effective communication and the ability to solve complex problems through creative thinking
  ➢ Tactical and technical competence (effectively employ a tank section utilizing all organic assets)
  ➢ Understanding human nature and the ability to teach, coach and mentor subordinates to accomplish the mission
  ➢ Understanding of how to train a section to win; leadership by example
  ➢ Understanding of Army supply discipline and accountability, Army programs and administrative systems

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M-SLC Fundamentals:

LEAD		• Is physically and mentally fit (plan, resource, develop, and execute a 6 week PRT program) (Mastery) • Conducts Troop Leading Procedures at the Platoon Sergeant Level (Mastery) • Knows how to plan, resource, develop, execute, and assess individual and collective training for a platoon (Mastery) • Understands Army Ready and Resilient Programs to best care for and serve Soldiers and Families (Mastery)
TRAIN		• Knows how to plan, resource, develop, execute, and assess individual and collective training for a section/platoon (Mastery)
FIGHT	**Shoot**	• Capable of engaging targets and controlling organic weapons systems to optimize effects (Mastery) • Capable of direct fire planning of organic weapon systems and engagement area development (Proficiency) • Capable of controlling indirect fires at platoon level (Proficiency) • Capable of controlling direct and indirect fires with air/ground operations during CAM (Proficiency)
	Move	• Capable of employing section/platoon level movement formations and techniques (Mastery) • Able to conduct/control platoon level combined arms maneuver utilizing correct techniques and formations (Proficiency)
	Communicate	• Capable of communicating IAW Army doctrine orally, written, and graphically (Mastery) • Capable of utilizing all organic communications systems to report timely and accurately (Mastery) • Capable of providing performance feedback to individuals (Mastery)
	Survive	• Understands principles of patrolling, fundamentals of reconnaissance and security operations (Mastery) • Understands MDMP as well as developing a detailed set of platoon graphics including a scheme of maneuver, enemy SITTEMP, and multiple COA's (proficiency) • Understands priorities of work in an assembly area, defense or patrol base (Mastery) • Understands how to treat and plan for the evacuation of casualties (Mastery)
SUSTAIN		• Understands Command and Supply Discipline (Mastery) • Understands how to care for and maintain equipment (Mastery) • Understands Army Ready and Resilient Programs to best care for and serve Soldiers and Families (Proficiency)
ADAPT		• Able to synchronize assets at the right time and place IAW Cdr's Intent (Proficiency) • Demonstrates the ability to analyze ill defined problems and develop creative solutions to solve them (Proficiency) • Demonstrates situational understanding and agility in adapting to change within a complex environment (Proficiency)

TRADOC Regulation 350-36 proficiency levels:
• Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.
• Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.

Course Outcomes:
• Produce an NCOES graduate that demonstrates…

  ➢ Sound character, intellect, creates a presence, is committed to the Army profession and is grounded in current doctrine
  ➢ Leader presence as characterized by mental, physical and emotional readiness / resilience
  ➢ Intellect through mastery of troop leading procedures, effective communication and the ability to solve complex problems through creative thinking
  ➢ Tactical and technical competence (effectively employ a section or platoon utilizing all organic assets)
  ➢ Understanding human nature and the ability to teach, coach and mentor subordinates to accomplish the mission
  ➢ Understanding of how to train a section/platoon to win; leadership by example
  ➢ Understanding of Army supply discipline and accountability, Army programs and administrative systems

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ABOLC Fundamentals:		
LEAD		•**Is physically and mentally fit (Mastery)** •**Conducts Troop Leading Procedures at the platoon level (Mastery)** •**Understands the employment capabilities and considerations of platoon, troop, and battalion/squadron-level assets (Proficiency)**
TRAIN		•**Knows how to develop, execute, and assess individual and collective training for a platoon (Mastery)**
FIGHT	**Shoot**	•**Capable of direct fire planning of organic weapon systems (Mastery)** •**Capable of offensive and defensive indirect fire planning (Mastery)** •**Capable of conducting engagement area development (Proficiency)**
	Move	•**Capable of employing platoon-level movement formations and techniques (Mastery)** •**Able to conduct platoon level combined arms maneuver (Proficiency)** •**Capable of conducting a platoon-level passage of lines (Proficiency)** •**Understands combined arms breaching operations (Proficiency)**
	Communicate	•**Capable of communicating IAW Army doctrine, orally, written, and graphically (Mastery)** •**Capable of providing performance feedback to individuals (Proficiency)**
	Survive	•**Capable of conducting platoon-level offensive and defensive operations (Proficiency)** •**Capable of conducting platoon-level reconnaissance and security operations (Proficiency)** •**Capable of conducting counter-reconnaissance operations (Proficiency)** •**Understands platoon-level medical treatment and evacuation planning, resourcing, and execution (Mastery)**
SUSTAIN		•**Capable of planning, resourcing, and executing platoon-level sustainment operations (Arm, Fuel, Fix) (Proficiency)** •**Understands platoon-level medical treatment and evacuation planning, resourcing, and execution (Proficiency)** •**Understands Army Ready and Resilient Programs to best care for and serve Soldiers and Families (Proficiency)**
ADAPT		•**Able to synchronize assets at the right time and place IAW Cdr's Intent (Proficiency)** •**Looks for creative solutions to solve problems (Proficiency)** •**Demonstrates situational understanding and agility in adapting to changes within a complex environment (Proficiency)**
TRADOC Regulation 350-36 proficiency levels: *• Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.* *• Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.*		

Course Outcomes:

• **Produce an ABOLC graduate that demonstrates…**

➢ **The ability to lead across a range of military operations (UVDDLA):** A leader of character who is able to understand, visualize, and describe their operational environment; make and articulate decisions, and direct, lead, and assess operations at the platoon level.
➢ **Demonstrates adaptability (resilience):** A comprehensively fit, self-disciplined officer who pushes past pre-conceived limits, thrives in chaos and perseveres despite obstacles.
➢ **Demonstrates technical proficiency:** Demonstrates proficiency in doctrinal, mechanical, and administrative tasks associated with tank and scout platoons.
➢ **Demonstrates tactical proficiency:** Demonstrates the science and art of organizing an Armor or Cavalry formation, employing weapon systems and integrating assets to defeat the enemy.

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IBOLC Fundamentals:		
LEAD		• **Is physically and mentally fit (Mastery)** •**Conducts Troop Leading Procedures at the Platoon Level (Mastery)**
TRAIN		• **Knows how to develop, execute, and assess individual and collective training for a platoon (Mastery)**
FIGHT	**Shoot**	• **Capable of direct fire planning of organic weapon systems (Mastery)** • **Capable of offensive and defensive indirect fire planning (Mastery)** •**Capable of conducting EA Development (Proficiency)**
	Move	•**Capable of employing platoon level movement formations and techniques (Mastery)** • **Able to conduct platoon level combined arms maneuver (Proficiency)**
	Communicate	•**Capable of communicating IAW Army doctrine orally, written, and graphically (Mastery)** •**Capable of providing performance feedback to individuals (Proficiency)**
	Survive	•**Understands principles of patrolling and fundamentals of security (Mastery)** •**Understands priorities of work in the defense or patrol base (Mastery)** •**Understands how to treat and evacuate casualties (Mastery)**
SUSTAIN		•**Understands supply accountability (Proficiency)** •**Understands how to care for and maintain equipment (Proficiency)** •**Understands Army Ready and Resilient Programs to best care for and serve Soldiers and Families (Proficiency)**
ADAPT		•**Able to synchronize assets at the right time and place IAW Cdr's Intent (Proficiency)** •**Looks for creative solutions to solve problems (Proficiency)** •**Demonstrates situational understanding and agility in adapting to change within a complex environment (Proficiency)**
TRADOC Regulation 350-36 proficiency levels: *• Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.* *• Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.*		

Course Outcomes:

• **Produce an IBOLC graduate that demonstrates…**

➢ **Sound character, judgment, decision making and a commitment to the Army profession**
➢ **Leader presence as characterized by mental and physical readiness / resilience**
➢ **Intellect through mastery of troop leading procedures and effective communication**
➢ **Tactical and technical competence (shoot, move, communicate, survive, maneuver a platoon, and employ available assets)**
➢ **Understanding of the human dimension and ways to optimize physical, cognitive, and social performance**
➢ **Mastery level understanding of how to train a platoon to win**
➢ **Understanding of Army supply discipline and accountability**

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MCCC Fundamentals		
LEAD		• Is physically and mentally fit (Mastery) • Conducts Troop Leading Procedures at the Company Level (Mastery) • Develops battalion/brigade operations orders by employing the military decision-making process (Proficiency) • Is morally and ethically grounded with the Army Values and the Warrior Ethos (Mastery) • Demonstrates knowledge of the principles of seizing, retaining, and exploiting the initiative at the tactical level within ULO (Mastery) • Demonstrates knowledge of the Core Competencies and the capacity to conduct CAM and WAS (Proficiency) • Administers UCMJ to maintain the highest standards of discipline and unit morale (Proficiency)
TRAIN		• Knows how to develop, execute, and assess individual and collective training for a Company(Proficiency) • Capable of planning and executing a company level comprehensive physical fitness plan (Proficiency)
FIGHT	**Shoot**	• Capable of direct fire planning of organic weapon systems at the Company level (Mastery) • Capable of planning for and integrating joint fires assets in both offensive and defensive operations (Mastery) • Capable of conducting EA Development (Proficiency)
	Move	• Capable of determining Company level movement formations and techniques (Mastery) • Capable of planning and synchronizing a combined arms breach utilizing the breaching fundamentals (Mastery)
	Communicate	• Capable of communicating IAW Army doctrine orally, written, and graphically (Mastery) • Capable of counseling subordinates (Proficiency) • Develops a nested, clear, and concise commander's intent that facilitates disciplined initiative (Mastery) • Demonstrate ability to communicate in a way that is thoroughly understood and inspires confidence in subordinates (Mastery) • Demonstrate ability to execute tactical mission command. (Proficiency)
	Survive	• Can plan for and integrate engineer augmentation to achieve an effective survivability and counter-mobility plan in the defense(Proficiency) • Understands how to plan to treat and evacuate casualties at the Company level (Proficiency) • Can employ passive and active air defense as part of company level operations (Proficiency) • Applies risk reduction strategies at the tactical level (Proficiency)
SUSTAIN		• Understands how to establish a command supply discipline program (Proficiency) • Understands how to care for and maintain equipment (Proficiency) • Understands CO-BN level logistics operations (Proficiency) • Understands the role and stewardship of the Family Readiness Group (Understanding)
ADAPT		• Looks for creative solutions to solve problems within the Mission Command Philosophy (Mastery) • Demonstrates situational understanding and agility in adapting to change within a complex environment (Proficiency) • Understand the impact of culture and history on the OE and military operations. (Proficiency) • Can apply the fundamentals of the Army's Design Methodology to identify and solve complex and complicated problems (Proficiency)

TRADOC Regulation 350-36 proficiency levels:
• Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.
• Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.

Course Outcomes:

➢ Captains are ready to be successful company commanders and BN/BDE staff officers to win in a complex world.

➢ Captains display mastery in Troop Leading Procedures to plan, train, and fight IBCT/ABCT/SBCT companies using Combined Arms Maneuver.

➢ Captains are precise and lethal in planning, employing and synchronizing direct fire, indirect fires, Close Combat Attack, Close Air Support and other enablers in the current operating environment

➢ Captains are proficient in MDMP for battalion operations to seize, retain, and exploit initiative across the range of military operations to win in a complex world.

➢ Captains utilize critical thinking to understand and apply mission command to build teams, establish shared understanding, issue clear commander's intent, demonstrate disciplined initiative, use mission orders, and accept prudent risk.

➢ Graduates are prepared to be successful company commanders through managing Army systems; understanding training management; developing human potential in fitness, training, and leadership; displaying confidence and effective communication skills.

➢ MCCC Captains are morally and ethically grounded with Army Values and the Warrior Ethos. They continue to develop the tools to be agile/adaptive, a lifelong learner, and are stewards of the Army Profession.

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Appendix C: Functional Course Fundamentals

991

Ranger Course Fundamentals:		
LEAD		• Physically and Mentally Tough • Conducts Troop Leading Procedures at the Squad and Platoon levels • Displays adaptive forms of leadership through solving complex problems in extremely Spartan and austere conditions • Understands the importance of being a smart, effective and caring leader through rigorous experiential learning
TRAIN		• Understands the importance of planning, resourcing and executing realistic combat training IOT improve leader, collective and individual skills
FIGHT	Shoot	• Trained on the use of platoon organic direct fire weapon systems in a tactical environment; trained on the use/employment of IDF in a tactical situation
	Move	• Capable of employing squad/platoon level movement formations and techniques (Mastery)
	Communicate	• Capable of communicating IAW Army doctrine orally, written, and graphically (Mastery) • Capable of providing performance feedback to individuals ; understands evaluations and developmental counseling; mentors subordinates (Proficiency)
	Survive	• Understands principles of patrolling, fundamentals of reconnaissance and security operations, raids, ambushes and direct action (Mastery) • Understands priorities of work, patrol base activities, and security operations (Mastery) • Understands how to treat and evacuate casualties (Mastery)
SUSTAIN		• Understands how to care for and maintain equipment in an austere environment (Proficiency
ADAPT		• Able to synchronize assets at the right time and place IAW Cdr's Intent (Proficiency) • Looks for creative solutions to solve problems (Proficiency) • Demonstrates situational understanding and agility in adapting to change within a complex environment (Proficiency)

TRADOC Regulation 350-36 proficiency levels:
• Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.
• Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.

Course Outcomes:
• world class agile and adaptive leaders who are more competent, confident and mentally tough
• better trained, more capable, more resilient, and better prepared to serve and lead in their next duty position
• can lead squad and platoon attacks, raids, ambushes; participates in airborne, military mountaineering, air assault, and waterborne operations during normal and LIMVIS conditions in all climates and terrain
• Solves complex problems using TLPs and can build high performace units by leading, training, coaching and mentoring team members

992

Army Reconnaissance Course Fundamentals:		
LEAD		• Leads a maneuver platoon from the front, by example, in reconnaissance and security missions by projecting confidence, displaying composure, maintaining high standards, demonstrating discipline, sharing hardships, stressing field craft and physical hardening. (Mastery) • Exercises effective and ethical mission command through the application of the mission command philosophy together with the mission command warfighting function. (Proficiency)
TRAIN		
FIGHT	Shoot	• Applies maneuver and flexible tactics, utilizing reconnaissance fundamentals characterized by necessary controlled effective fires combined with skillful movement to gain and maintain the reconnaissance advantage over the enemy. (Mastery) • Capable of planning for and integrating joint fires assets in both reconnaissance and security operations. (Mastery)
	Move	• Plans infiltration and egress by land navigation while considering intelligence preparation of the battlefield (IPB), associated factors of travel time, terrain, and distance, maneuver room needed, trafficability and load bearing capacity of the soil, energy expenditure of Soldiers, and condition they will be in at the end of the movement to accomplish a mission. (Mastery)
	Communicate	• Develops and reports information through dismounted –mounted reconnaissance to rapidly develop the situation in close combat with the enemy and civilian populations.(Mastery) • Provides direction by briefing a WARNORD, OPORD, FRAGORD, and 5-point contingency plan. (Mastery)
	Survive	• Executes the direct fire engagement process, movement and direction of fires, fire discipline, and the application of fire (concentration and distribution of fires) for squad weapon systems to apply effective, controlled, speedy, and accurate fires to suppress and break contact with the enemy. (Proficiency) • Conducts risk assessment and applies risk reduction strategies. (Proficiency)
SUSTAIN		• Consolidate and reorganize the unit to include establishing local security; conducting reconnaissance; establishing a hasty defense; adjusting the plan; analyzing the immediate situation based on METT-TC); in preparation for follow on missions.
ADAPT		• Applies analysis and judgment to relevant information to determine the relationships among the operational variables – political, military, economic, and social, infrastructure, information, physical environment, and time (PMESII-PT) – and mission variables – enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC) – to facilitate tactical decision-making based on this knowledge.(Mastery) • Adjusts a tactical plan in response to unexpected conditions that jeopardize the mission. (Mastery) • Conducts risk assessment and applies risk reduction strategies. (Proficiency)

TRADOC Regulation 350-36 proficiency levels:
• Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.
• Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.

Course Outcomes:
• Observable higher fundamental skills
• Higher Understanding of Commander Information Needs
• Planning and executing without compromise
• Competence with Supporting Assets
• Confidence at Problem Solving
• Mission Context Problem Solving

993

Reconnaissance and Surveillance Leaders Course Fundamentals:		
LEAD	• Leads a squad, section by example, in reconnaissance and security missions by projecting confidence, displaying composure, maintaining high standards, demonstrating discipline, sharing hardships, stressing field craft and physical hardening. (Mastery) • Exercises effective and ethical mission command through the application of the mission command philosophy together with the mission command warfighting function. (Proficiency)	
TRAIN		
FIGHT	**Shoot**	• Applies maneuver and flexible tactics, utilizing reconnaissance fundamentals characterized by necessary controlled effective fires combined with skillful movement to gain and maintain the reconnaissance advantage over the enemy. (Mastery) • Capable of planning for and integrating joint fires assets in both reconnaissance and security operations. (Mastery)
	Move	• Plans infiltration and egress by land navigation while considering intelligence preparation of the battlefield (IPB), associated factors of travel time, terrain, and distance, maneuver room needed, trafficability and load bearing capacity of the soil, energy expenditure of Soldiers, and condition they will be in at the end of the movement to accomplish a mission. (Mastery)
	Communicate	• Develops and reports information through dismounted –mounted reconnaissance to rapidly develop the situation in close combat with the enemy and civilian populations.(Mastery) • Provides direction by briefing a WARNORD, OPORD, FRAGORD, and 5-point contingency plan. (Mastery)
	Survive	• Executes the direct fire engagement process, movement and direction of fires, fire discipline, and the application of fire (concentration and distribution of fires) for squad weapon systems to apply effective, controlled, speedy, and accurate fires to suppress and break contact with the enemy. (Proficiency) • Conducts risk assessment and applies risk reduction strategies.(Proficiency)
SUSTAIN	• Consolidate and reorganize the unit to include establishing local security; conducting reconnaissance; establishing a hasty defense; adjusting the plan; analyzing the immediate situation based on METT-TC); in preparation for follow on missions.	
ADAPT	• Applies analysis and judgment to relevant information to determine the relationships among the operational variables – political, military, economic, and social, infrastructure, information, physical environment, and time (PMESII-PT) – and mission variables – enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC) – to facilitate tactical decision-making based on this knowledge.(Mastery) • Adjusts a tactical plan utilizing reconnaissance fundamentals in response to unexpected conditions that jeopardize the mission. (Mastery)	

TRADOC Regulation 350-36 proficiency levels:
• Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.
• Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.

Course Outcomes:

- Flexible Leader who can adapt to any environment
- Identifies and surveys Priority Targets and is prepared to execute target interdiction
- Executes air/ground integration (terminal precision guidance of smart munitions)
- Executes detailed mission planning, and conducts surveillance missions as directed
- Collects, Reports/Communicates Information to the supported Maneuver Commander

994

Cavalry Leader Course Fundamentals:		
LEAD	• Conducts Troop Leading Procedures at the Company Level (Mastery) • Develops squadron operations orders utilizing reconnaissance fundamentals by employing the military decision-making process (Mastery) • Using mission command, plan, prepare, execute, and assess simultaneous operations at the tactical level. (Mastery)	
TRAIN		
FIGHT	**Shoot**	• Capable of planning for and integrating joint fires assets in both reconnaissance and security operations at Troop and Squadron level. (Mastery)
	Move	• Capable of determining Troop level movement formations and techniques (Mastery)
	Communicate	• Communicates the CDR's intent as a clear and concise expression of the purpose of the operation, and clearly describes the actions the troop must take achieve the desired at end state. (Mastery) • Produces mission type orders that enable adaptation and initiative at the tactical level. (Mastery)
	Survive	• Understands how to plan to treat and evacuate casualties at the Troop level (Proficiency) • Applies risk reduction strategies at the tactical level (Proficiency)
SUSTAIN	• Understands Troop –Squadron level logistics operations (Proficiency)	
ADAPT	• Applies reconnaissance fundamentals, maneuver and flexible tactics to gain and maintain a reconnaissance advantage over the enemy. (Proficiency) • Looks for creative solutions to solve problems within the Mission Command Philosophy (Mastery) • Demonstrates situational understanding and agility in adapting to change within a complex environment (Mastery) • Understand the impact of culture and history on the OE and military operations. (Proficiency) • Can apply the fundamentals of the Army's Design Methodology to identify and solve complex and complicated problems (Proficiency)	

TRADOC Regulation 350-36 proficiency levels:
• Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.
• Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.

Course Outcomes:

- Ability to apply Troop (SQDN) recon and security tactics to anticipate, gain, and develop contact for a higher headquarters.
- Ability to recognize the important elements of a new situation; assess new requirements; and communicate clearly (Mission Command).
- Ability to apply staff skills to prioritize requirements, and synchronize and coordinate Squadron recon and security activities.
- Demonstrate professional accountability and confidence in application of skills and knowledge fundamental to development as a Cavalry leader and professional expert.

995

BFV Leader Course Fundamentals:		
LEAD		•Leads a maneuver squad/section/platoon, by example, in close combat and by projecting confidence, displaying composure, maintaining high standards, demonstrating discipline, sharing hardships, stressing field craft and physical hardening. (Mastery)
TRAIN		
FIGHT	**Shoot**	•Executes the direct fire engagement process (DIDEA), movement and direction of fires, fire discipline, and the application of fire (concentration and distribution of fires) for vehicle, squad, section, and platoon weapon systems in support of to apply effective, controlled, speedy, and accurate fires to suppress and destroy the enemy in close combat. (Proficiency) •Employs effective and accurate fire to suppress and destroy the enemy in close combat by accounting for the technical characteristics, capabilities, limitations, maintenance, and operation of all organic team and crew weapon systems (individual weapons, crew served weapons, unstable, and stable weapon platforms), optics, sights, and ammunition. (Proficiency)
	Move	•Plans movement by land navigation while considering intelligence preparation of the battlefield (IPB), associated factors of travel time, terrain, and distance, maneuver room needed, trafficability and load bearing capacity of the soil (especially when mounted), energy expenditure of Soldiers, and condition they will be in at the end of the movement to accomplish a mission. (Mastery)
	Communicate	•Communicates the CDR's intent as a clear and concise expression of the purpose of the operation, and clearly describes the actions the platoon must take achieve the desired at end state. (Mastery) •Produces mission type orders that enable adaptation and initiative at the tactical level using vehicle C4ISR systems. (Mastery)
	Survive	• Executes the direct fire engagement process (DIDEA) for vehicle weapon systems in support of dismounted Infantry to apply effective, controlled, speedy, and accurate fires to suppress and destroy the enemy in close combat. (Proficiency)
SUSTAIN		•Maintains unit readiness by employing unit maintenance and resources. (Proficiency)
ADAPT		•Gains and maintains tactical initiative by applying situational awareness, interpreting human terrain, and evaluating threat disposition. (Proficiency)
TRADOC Regulation 350-36 proficiency levels: *• Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.* *• Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.*		

Course Outcomes:

- Observably higher fundamental Mechanized Platoon/Section Leader Skills
- Be Confident in Practical Knowledge of the M2 Platform
- Demonstrate Technical Competence - Duties of a BFV Commander
- Observably higher Planning and Communication Skills
- Confidence with Mission Context Problem-Solving

996

Stryker Leader Course Fundamentals:		
LEAD		•Leads a maneuver section/platoon by example, in close combat and by projecting confidence, displaying composure, maintaining high standards, demonstrating discipline, sharing hardships, stressing field craft and physical hardening. (Mastery)
TRAIN		
FIGHT	**Shoot**	•Executes the direct fire engagement process (DIDEA), movement and direction of fires, fire discipline, and the application of fire (concentration and distribution of fires) for squad and platoon weapon systems to apply effective, controlled, speedy, and accurate fires to suppress and destroy the enemy in close combat. (Proficiency)
	Move	•Plans movement by land navigation while considering intelligence preparation of the battlefield (IPB), associated factors of travel time, terrain, and distance, maneuver room needed, trafficability and load bearing capacity of the soil (especially when mounted), energy expenditure of Soldiers, and condition they will be in at the end of the movement to accomplish a mission. (Mastery)
	Communicate	•Communicates the CDR's intent as a clear and concise expression of the purpose of the operation, and clearly describes the actions the platoon must take achieve the desired at end state. (Mastery) •Produces mission type orders tht enable adaptation and initiative at the tactical level. (Mastery)
	Survive	•Applies maneuver and flexible tactics, using vehicle weapon systems in support of dismounted infantry characterized by effective fire combined with skillful movement to gain and maintain an advantage over the enemy when in close combat. (Proficiency) • Executes the direct fire engagement process (DIDEA) for vehicle weapon systems in support of dismounted Infantry to apply effective, controlled, speedy, and accurate fires to suppress and destroy the enemy in close combat. (Proficiency)
SUSTAIN		•Maintains unit readiness by employing unit maintenance and resources. (Proficiency)
ADAPT		•Gains and maintains tactical initiative by applying situational awareness, interpreting human terrain, and evaluating threat disposition. (Proficiency)
TRADOC Regulation 350-36 proficiency levels: *• Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.* *• Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.*		

Course Outcomes:

- Sustainment: Employs platforms, service support and maintenance assets available to sustain the fight in an SBCT.
- Training: Constructs crosswalk with unit METL; provides Training Management for Company, Platoon and Troop; applies SQN/BN level training concepts.
- Tactics: Demonstrates proper employment of a CO/PLT/TRP within tactical limitations and organic assets of an SBCT.

997

Heavy Weapons Leaders Fundamentals:		
LEAD		• Conducts Troop Leading Procedures at the Section/Squad/Platoon level (Mastery) • Knows how to develop, execute, and assess individual and collective training for a section; understands training management (Mastery)
TRAIN		• Knows how to plan, resource, execute and assess individual and collective training for a section /platoon/company IAW ADP/ADR P 7.0 (Mastery)
FIGHT	**Shoot**	• Capable of engaging targets and controlling organic weapons systems to optimize effects (Mastery)
	Move	• Capable of employing section/platoon/company level movement formations and techniques (Mastery) • Able to conduct section/platoon/company level combined arms maneuver (Proficiency)
	Communicate	• Capable of communicating IAW Army doctrine orally, written, and graphically (Mastery)
	Survive	• Conducts risk assessment and applies risk reduction strategies. (Proficiency) • Applies maneuver and flexible tactics, characterized by effective fire combined with skillful movement to gain and maintain an advantage over the enemy (Proficiency)
SUSTAIN		• Understands how to care for and maintain equipment (Proficiency) • Plans, rehearses, and trains platoons to execute missions IAW the commander's intent.
ADAPT		• Able to synchronize assets at the right time and place IAW Cdr's Intent (Proficiency) • Looks for creative solutions to solve problems (Proficiency) • Demonstrates situational understanding and agility in adapting to change within a complex environment (Proficiency)
TRADOC Regulation 350-36 proficiency levels: • *Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.* • *Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.*		

Course Outcomes:

• Demonstrate observably higher fundamental Heavy Weapons Company/Platoon/Section Leader Skills.
• Synthesize technical and tactical competencies and considerations when employing the Heavy Weapons Company/Platoon/Section
• Integrate advanced technical and tactical competencies when training and employing the Javelin.
• Integrate advanced technical and tactical competencies when training and employing the ITAS.
• Integrate advance technical and tactical competencies when training and employing Machine Guns (M2A1, MK19, M240B/L).

998

Mobile Gun System Commander Fundamentals:		
LEAD		• Conducts Troop Leading Procedures at the Section Level (Mastery) • Understands how to define the Operating Environment at the Section/Platoon Level (Proficiency) • Plans, rehearses and employs vehicle to execute missions according to the commander's intent .(Proficiency)
TRAIN		• Knows how to develop, execute, and assess individual and collective training for a Crew (Mastery)
FIGHT	**Shoot**	• Capable of engaging targets and controlling organic weapons systems to optimize effects in simulated/operational environment (Mastery) • Capable of controlling direct and ground elements (Proficiency) • Capable of operating with tactical efficiency within the Army Doctrine as a Leader while mounted within a Vehicle/Section/Platoon as part of a combined arms element (Mastery)
	Move	• Capable of employing section level movement formations and techniques mounted (Mastery) • Applies maneuver and flexible tactics, characterized by effective fire combined with skillful movement to gain and maintain an advantage over the enemy (Mastery)
	Communicate	• Capable of communicating IAW Army doctrine orally, written, and graphically using vehicle C4ISR (Mastery) • Capable of providing performance feedback to individuals (Proficiency) • Capable of collecting battlefield data, developing the situation and reporting all information rapidly and accurately (Mastery) • Capable of issuing fire commands at a Vehicle/Section/Platoon Level (Proficiency)
	Survive	• Executes the direct fire engagement process (DIDEA) for vehicle weapon systems to apply effective, controlled, speedy, and accurate fires to suppress and destroy the enemy in close combat. (Proficiency)
SUSTAIN		• Understands supply accountability and command supply discipline (Proficiency) • Understands how to employ the MGS weapon and fire control systems (Mastery)
ADAPT		• Able to synchronize assets at the right time and place IAW Cdr's Intent for the Gunnery Program (Mastery) • Looks for creative solutions to solve problems (Proficiency) • Demonstrates situational understanding and agility in adapting to change within a complex environment (Proficiency)
TRADOC Regulation 350-36 proficiency levels: • *Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.* • *Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.*		

Course Outcomes:

• Engage targets with precision direct fire using the MGS weapon systems from CDR and GNR positions.
• Operating and troubleshooting the ammunition handling system
• Performing preventive maintenance checks and services and troubleshooting procedures
• Plan basic, intermediate, and collective gunnery training

999

Tank Commanders Course Fundamentals:

LEAD		•Conducts Troop Leading Procedures at the Section Level (Mastery) •Understands how to define the Operating Environment at the Vehicle/Section/Platoon Level (Proficiency) •Plans, rehearses and leads teams to execute missions according to the Commander's intent (Proficiency)
TRAIN		• Knows how to develop, execute, and assess individual and collective training for Crews. (Mastery)
FIGHT	**Shoot**	• Capable of engaging targets and controlling organic weapons systems to optimize effects in simulated/operational environment (Mastery) • Capable of controlling direct fires with ground elements (Proficiency) • Capable of operating with tactical efficiency within the Army Doctrine as a Leader while mounted on a vehicle as part of a combined arms element (Mastery)
	Move	•Capable of employing section level movement formations and techniques mounted (Mastery) •Applies maneuver and flexible tactics, characterized by effective fire combined with skillful movement to gain and maintain an advantage over the enemy (Mastery)
	Communicate	• Capable of communicating IAW Army doctrine orally, written, and graphically using vehcle C4ISR (Mastery) • Capable of providing performance feedback to individuals (Proficiency) • Capable of collecting battlefield data, developing the situation and reporting all information rapidly and accurately (Mastery) • Capable of issuing fire commands at a Squad/Platoon Level (Proficiency)
	Survive	• Executes the direct fire engagement process (DIDEA) for vehicle weapon systems to apply effective, controlled, speedy, and accurate fires to suppress and destroy the enemy in close combat. (Proficiency)
SUSTAIN		•Understands supply accountability and command supply discipline (Proficiency) •Understands how to employ the M1A1/A2 weapon and fire control systems (Mastery)
ADAPT		•Able to synchronize assets at the right time and place IAW Cdr's Intent for the Gunnery Program (Mastery) •Looks for creative solutions to solve problems (Proficiency) •Demonstrates situational understanding and agility in adapting to change within a complex environment (Proficiency)

TRADOC Regulation 350-36 proficiency levels:
• Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.
• Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.

Course Outcomes:

• Able to perform all technical tasks as a vehicle commander.
• Proficient in crew stations and duties, tank maintenance, unit gunnery management, boresighting, armor accuracy checks, plumb and synchronization, tank ammunition, and weapons, screening, and tank gunnery.
• Understanding of the DIDEA process and Knowledge of Tank Safety.

1000

M1A1 Master Gunner Course Fundamentals:

LEAD		•Knows how to develop, execute, and assess individual and collective training for a Crew/Section/Platoon/Company; understands training management (ADP/ADRP 7.0) (Mastery) •Conducts risk assessment and applies risk reduction strategies (Proficiency)
TRAIN		•Knows how to develop, execute, and assess individual and collective training for a Crew/Section/Platoon/Company (Mastery)
FIGHT	**Shoot**	• Capable of engaging targets and controlling organic weapons systems to optimize effects in simulated/operational environment (Mastery) •Capable of operating with tactical efficiency within the Army Doctrine as a Leader mounted within a Vehicle/Section/Platoon/Company as part of a combined arms element (Mastery)
	Move	• Capable of employing section/platoon/company level movement formations and techniques mounted (Mastery) • Capable of directing platoon/company level battle drills (Mastery)
	Communicate	• Capable of communicating IAW Army doctrine orally, written, and graphically using the vehicle C4ISR digital system (Mastery) • Capable of providing performance feedback to individuals (Proficiency) • Capable of collecting battlefield data, (including search and screen) developing the situation and reporting all information rapidly and accurately (Mastery) • Capable of issuing fire commands at a Platoon/Company Level (Proficiency) • Capable of requesting, observing and adjusting supporting fire (Proficiency) •Capable of controlling direct fires with ground elements (Proficiency)
	Survive	• Executes the direct fire engagement process (DIDEA) for vehicle weapon systems to apply effective, controlled, speedy, and accurate fires to suppress and destroy the enemy in close combat. (Proficiency)
SUSTAIN		•Understands supply accountability and command supply discipline (Proficiency) •Understands how to care for and maintain the M1A1 weapon systems (M68, M240, M2A1) (Mastery) •Understands how to care for and maintain the M1A1 fire control systems (Mastery)
ADAPT		•Able to synchronize assets at the right time and place IAW Cdr's Intent for the annual Gunnery Program (Mastery) •Looks for creative solutions to solve problems (Proficiency) •Demonstrates situational understanding and agility in adapting to change within a complex environment (Proficiency)

TRADOC Regulation 350-36 proficiency levels:
• Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.
• Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.

Course Outcomes:

• Identifies and troubleshoots complex malfunctions that occur in the tank turret electrical, hydraulic, armament, and fire control systems.
• Assesses crew proficiency and identifies crew procedural errors that causes a tank not to hit a target.
• Provides training to crews to operate the tank to its designed capabilities.
• Develops an annual gunnery program that sustains and improves unit tank gunnery proficiency.

1001

M1A2 SEP Master Gunner Course Fundamentals:	
LEAD	• Knows how to develop, execute, and assess individual and collective training for a Crew/Section/Platoon/Company; understands training management (ADP/ADRP 7.0) (Mastery) • Conducts risk assessment and applies risk reduction strategies (Proficiency)
TRAIN	• Knows how to develop, execute, and assess individual and collective training for a Crew/Section/Platoon/Company (Mastery)

FIGHT	**Shoot**	• Capable of engaging targets and controlling organic weapons systems to optimize effects in simulated/operational environment (Mastery) • Capable of operating with tactical efficiency within the Army Doctrine as a Leader mounted within a Vehicle/Section/Platoon/Company as part of a combined arms element (Mastery)
	Move	• Capable of employing section/platoon/company level movement formations and techniques mounted (Mastery) • Capable of directing platoon/company level battle drills (Mastery)
	Communicate	• Capable of communicating IAW Army doctrine orally, written, and graphically using the vehicle C4ISR digital system (Mastery) • Capable of providing performance feedback to individuals (Mastery) • Capable of collecting battlefield data, (including search and screen) developing the situation and reporting all information rapidly and accurately (Mastery) • Capable of issuing fire commands at a Platoon/Company Level (Proficiency) • Capable of requesting, observing and adjusting supporting fire (Proficiency) • Capable of controlling direct fires with ground elements (Proficiency)
	Survive	• Executes the direct fire engagement process (DIDEA) for vehicle weapon systems to apply effective, controlled, speedy, and accurate fires to suppress and destroy the enemy in close combat. (Proficiency)

SUSTAIN	• Understands supply accountability and command supply discipline (Proficiency) • Understands how to care for and maintain the M240 weapon systems (M68, M240, M2A1) (Mastery) • Understands how to care for and maintain the M1A2 fire control systems (Mastery)
ADAPT	• Able to synchronize assets at the right time and place IAW Cdr's Intent for the annual Gunnery Program (Mastery) • Looks for creative solutions to solve problems (Proficiency) • Demonstrates situational understanding and agility in adapting to change within a complex environment (Proficiency)

TRADOC Regulation 350-36 proficiency levels:
• Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.
• Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.

Course Outcomes:

• Identifies and troubleshoots complex malfunctions that occur in the tank turret electrical, hydraulic, armament, and fire control systems.
• Assesses crew proficiency and identifies crew procedural errors that causes a tank not to hit a target.
• Provides training to crews to operate the tank to its designed capabilities.
• Develops an annual gunnery program that sustains and improves unit tank gunnery proficiency.

1002

MGS Master Gunner Course Fundamentals:	
LEAD	• Knows how to develop, execute, and assess individual and collective training for a Crew/Section/Platoon/Company; understands training management (ADP/ADRP 7.0) (Mastery) • Conducts risk assessment and applies risk reduction strategies (Proficiency)
TRAIN	• Knows how to develop, execute, and assess individual and collective training for a Crew/Section/Platoon/Company (Mastery)

FIGHT	**Shoot**	• Capable of engaging targets and controlling organic weapons systems to optimize effects in simulated/operational environment (Mastery) • Capable of operating with tactical efficiency within the Army Doctrine as a Leader mounted within a Vehicle/Section/Platoon/Company as part of a combined arms element (Mastery)
	Move	• Capable of employing section/platoon/company level movement formations and techniques mounted (Mastery) • Capable of directing platoon/company level battle drills (Mastery)
	Communicate	• Capable of communicating IAW Army doctrine orally, written, and graphically using the vehicle C4ISR digital system (Mastery) • Capable of providing performance feedback to individuals (Proficiency) • Capable of collecting battlefield data, (including search and screen) developing the situation and reporting all information rapidly and accurately (Mastery) • Capable of issuing fire commands at a Platoon/Company Level (Proficiency) • Capable of requesting, observing and adjusting supporting fire (Proficiency) • Capable of controlling direct fires with ground elements (Proficiency)
	Survive	• Executes the direct fire engagement process (DIDEA) for vehicle weapon systems to apply effective, controlled, speedy, and accurate fires to suppress and destroy the enemy in close combat. (Proficiency)

SUSTAIN	• Understands supply accountability and command supply discipline (Proficiency) • Understands how to care for and maintain the MGS weapon and fire control systems (Mastery)
ADAPT	• Able to synchronize assets at the right time and place IAW Cdr's Intent for the annual Gunnery Program (Mastery) • Looks for creative solutions to solve problems (Proficiency) • Demonstrates situational understanding and agility in adapting to change within a complex environment (Proficiency)

TRADOC Regulation 350-36 proficiency levels:
• Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.
• Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.

Course Outcomes:

- Identifies and troubleshoots complex malfunctions that occur in the MGS turret electrical, hydraulic, armament, and fire control systems.
- Assesses crew proficiency and identifies crew procedural errors that causes an MGS not to hit a target.
- Develops an annual gunnery program that sustains and improves unit MGS gunnery proficiency.

1003

Stryker Master Trainer Course Fundamentals:		
LEAD		• Knows how to develop, execute, and assess individual and collective training for a Crew/Section/Platoon/Company; understands training management (ADP/ADRP 7.0) (Mastery) • Conducts risk assessment and applies risk reduction strategies (Proficiency)
TRAIN		• Knows how to develop, execute, and assess individual and collective training for a Crew/Section/Platoon/Company (Mastery)
FIGHT	**Shoot**	• Capable of engaging targets and controlling organic weapons systems to optimize effects in simulated/operational environment (Mastery) • Capable of operating with tactical efficiency within the Army Doctrine as a Leader mounted within a Vehicle/Section/Platoon/Company as part of a combined arms element (Mastery)
	Move	• Capable of employing section/platoon/company level movement formations and techniques mounted (Mastery) • Capable of directing platoon/company level battle drills (Mastery)
	Communicate	• Capable of communicating IAW Army doctrine orally, written, and graphically using the vehicle C4ISR digital system (Mastery) • Capable of providing performance feedback to individuals (Mastery) • Capable of collecting battlefield data, (including search and screen) developing the situation and reporting all information rapidly and accurately (Mastery) • Capable of issuing fire commands at a Platoon/Company Level (Proficiency) • Capable of requesting, observing and adjusting supporting fire (Proficiency) • Capable of controlling direct fires with ground elements (Proficiency)
	Survive	• Executes the direct fire engagement process (DIDEA) for vehicle weapon systems to apply effective, controlled, speedy, and accurate fires to suppress and destroy the enemy in close combat. (Proficiency)
SUSTAIN		• Understands supply accountability and command supply discipline (Proficiency) • Understands how to care for and maintain the ICV weapon and fire control systems (Mastery)
ADAPT		• Able to synchronize assets at the right time and place IAW Cdr's Intent for the annual Gunnery Program (Mastery) • Looks for creative solutions to solve problems (Proficiency) • Demonstrates situational understanding and agility in adapting to change within a complex environment (Proficiency)
TRADOC Regulation 350-36 proficiency levels: *• Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.* *• Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.*		
Course Outcomes:		
• Demonstrate technical competence on the Stryker vehicle and its weapons systems. • Apply knowledge of ammunition capabilities and ballistics in the design of gunnery scenarios within an SBCT. • Demonstrate ability to participate in the Unit Training Management process planning at the BN level for Stryker Gunnery.		

1004

Bradley Infantry Fighting Vehicle System Master Gunner Course Fundamentals:		
LEAD		• Knows how to develop, execute, and assess individual and collective training for weapon platform role in support of dismounted Infantry at Section/Platoon/Company/Battalion level; understands training management (ADP/ADRP 7.0) (Mastery) • Conducts risk assessment and applies risk reduction strategies (Proficiency)
TRAIN		Knows how to develop, execute, and assess individual and collective training for a Section/Platoon/Company/Battalion (Mastery)
FIGHT	**Shoot**	• Capable of engaging targets and controlling organic weapons systems to optimize effects in simulated/operational environment (Mastery) • Capable of controlling direct fires with ground elements (Proficiency) • Capable of operating with tactical efficiency within the Army Doctrine as a Leader while mounted within a Platoon/Company as part of a combined arms element (Mastery)
	Move	• Capable of employing section/platoon/company level movement formations and techniques mounted (Mastery) • Capable of directing platoon/company level battle drills (Mastery)
	Communicate	• Capable of communicating IAW Army doctrine orally, written, and graphically using the vehicle C4ISR digital system (Mastery) • Capable of providing performance feedback to individuals (Proficiency) • Capable of collecting battlefield data, (including search and screen) developing the situation and reporting all information rapidly and accurately (Mastery) • Capable of issuing fire commands at a Platoon/Company Level (Proficiency) • Capable of requesting, observing and adjusting supporting fire (Proficiency)
	Survive	• Executes the direct fire engagement process (DIDEA) for vehicle weapon systems in support of dismounted Infantry to apply effective, controlled, speedy, and accurate fires to suppress and destroy the enemy in close combat. (Proficiency)
SUSTAIN		• Understands supply accountability and command supply discipline (Proficiency) • Understands how to care for and maintain the BFV weapon systems (M242, M240, TOW) (Mastery) • Understands how to care for and maintain the BFV fire control systems (Mastery)
ADAPT		• Able to synchronize assets at the right time and place IAW Cdr's Intent for the annual Gunnery Program (Mastery) • Looks for creative solutions to solve problems (Proficiency) • Demonstrates situational understanding and agility in adapting to change within a complex environment (Proficiency)
TRADOC Regulation 350-36 proficiency levels: *• Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.* *• Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.*		
Course Outcomes:		
• Demonstrate advanced technical competence on BFV and ABCT weapons Platforms. • Apply knowledge of ammunition capabilities and ballistics in the design of gunnery scenarios. • Plans Unit Training Management process for ABCT Gunnery at BN level.		

1005

Advanced Situation Awareness-Advanced (ASA-A) Course Fundamentals:		
LEAD		•Leads teams in developing, executing, and assessing Human Behavior Pattern Recognition and Analysis during individual and collective training for a Team; understands training management (Mastery) •Knows team dynamics and takes appropriate action to foster cohesion and cooperation (Mastery)
TRAIN		•Trains subordinates to develop dynamic and effective solutions by applying ASA principles, Human Behavior Pattern Recognition and Analysis (HBPR&A) problem-solving into training and combat operations as well as cognitive, emotional, and social skills while exposed to persistent danger in complex operating environments. (Mastery)
FIGHT	**Shoot**	
	Move	•Capable of employing Team level movement formations and techniques dismounted (Proficiency)
	Communicate	•Capable of communicating IAW Army doctrine orally, written, and graphically (Mastery) •Capable of providing performance feedback to individuals (Proficiency) •Capable of collecting battlefield data, developing the situation and reporting all information rapidly and accurately (Mastery)
	Survive	•Gains and maintains tactical initiative by applying situational awareness, interpreting human terrain, and evaluating threat disposition (Proficiency)
SUSTAIN		•Employs critical and creative thinking in a volatile, uncertain, complex, and ambiguous environment (Proficiency)
ADAPT		•Able to synchronize assets at the right time and place IAW Cdr's Intent (Proficiency) •Looks for creative solutions to solve problems by integrating ASA principles and Human Behavior Pattern Recognition and Analysis (Mastery) •Demonstrates situational understanding and agility in adapting to change within a complex environment (Mastery)
*TRADOC Regulation 350-36 proficiency levels:* • *Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.* • *Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.*		

Course Outcomes:

• All attendees will leave the course with observable competence in the core competencies of ASA and be able to advise their command structure to utilize ASA to promote left-of-bang thinking and mission planning. The desired outcomes are listed below:
• Integrate ASA principles and Human Behavior Pattern Recognition and Analysis (HBPR&A) problem-solving into training and combat operations.
• Mitigate insider threats using(HBPR&A).
• Apply Human Behavior Pattern Recognition and Analysis to Soldier fitness and resilience.
• Sustain ASA Basic Knowledge, Abilities and Attitudes training.
• Assist in the execution of the ASA-B five-day course.

1006

Advanced Situation Awareness-Basic (ASA-B) Course Fundamentals:		
LEAD		•Knows how to develop predictive and proactive analysis in highly complex environments training for a Team. (Proficiency)
TRAIN		•Trains subordinates to detect anomalies or critical event indicators using cognitive, emotional, and social skills while exposed to persistent danger in complex operating environments (Proficiency)
FIGHT	**Shoot**	
	Move	•Capable of employing team level movement formations and techniques dismounted (Proficiency)
	Communicate	•Capable of communicating IAW Army doctrine orally, written, and graphically (Mastery) •Capable of collecting battlefield data, developing the situation and reporting all information rapidly and accurately (Mastery)
	Survive	•Gains and maintains tactical initiative by applying situational awareness, interpreting human terrain, and evaluating threat disposition. (Proficiency)
SUSTAIN		
ADAPT		•Able to synchronize assets at the right time and place IAW Cdr's Intent (Proficiency) •Looks for creative solutions to solve problems (Mastery) •Demonstrates situational understanding and agility in adapting to change within a complex environment (Mastery) •Employs critical and creative thinking in a volatile, uncertain, complex, and ambiguous environment (Proficiency)
*TRADOC Regulation 350-36 proficiency levels:* • *Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.* • *Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.*		

Course Outcomes:

• Develop predictive and proactive analysis in highly complex environments
• Apply critical thinking and problem-solving skills to establish a baseline in their operating environment
• Detect anomalies or critical event indicators in order to make decisions whether to kill, capture, or conduct a negotiation/engagement
• Effectively articulate information to support priority intelligence requirements to a higher headquarters.

1007

Combative Master Trainer Course Fundamentals:

LEAD	• Is physically and mentally fit (Mastery) • Knows how to develop, execute, and assess individual human performance in support of combatives training for a company; understands training management IAW ADP/ADRP 7.0 . (Mastery)	
TRAIN	• Capable of planning and executing a Battalion and below level combatives training program (Mastery) • Conducts risk assessment and applies risk reduction strategies. (Proficiency) • Applies combatives techniques into tactical situations. (Mastery)	
FIGHT	**Shoot**	
	Move	
	Communicate	• Uses knowledge of nonverbal communication cues to improve verbal communication strategies (Mastery) • Demonstrates effective verbal communication skills in small group presentations. (Mastery)
	Survive	• Gains and maintains tactical initiative by applying situational awareness, interpreting human terrain, and evaluating threat disposition. (Mastery)
SUSTAIN	• Executes an effective comprehensive combatives program to maintain a resilient and mentally fit unit. (Mastery)	
ADAPT	• Identifies situations when standard procedures will not work and seeks alternatives. (Proficiency) • Knows team dynamics and takes appropriate action to foster cohesion and cooperation. (Proficiency)	

TRADOC Regulation 350-36 proficiency levels:
• Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.
• Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.

Course Outcomes:

• Produce Master Trainer graduates who can certify personnel in combatives tasks and conduct BN and below Combatives training
• Ensure technical training standards and safety of Combatives training across the U.S. Army
• Sustain unit level Combatives Programs to meet the demands of the Operational Force
• Enable graduates to apply Combatives techniques into all tactical training
• Instill courage, confidence, resiliency, and competence in every Soldier

1008

Small Unmanned Aircraft (SUAS) Master Trainer Course Fundamentals:

LEAD	• Demonstrates knowledge of the principles and tactics associated with aerial platforms in support of the offense, defense, and stability operations, and their role when operating as part of a larger element or independently. (Mastery) • Knows team dynamics and takes appropriate action to foster cohesion and cooperation. (Mastery)	
TRAIN	• Trains operators to develop dynamic and effective flight and aerial missions while exposed to persistent danger in complex operating environments. (Mastery)	
FIGHT	**Shoot**	
	Move	• Applies maneuver combined with skillful flight plans to gain and maintain an advantage over the enemy when in close combat. (Mastery)
	Communicate	• Demonstrates effective verbal communication skills in small group presentations. (Mastery) • Develops and reports information through reconnaissance to rapidly develop the situation in close combat with the enemy and civilian populations. (Mastery)
	Survive	• Gains and maintains tactical initiative in support of the offense, defense, and stability operations by employing combat enablers to develop situational awareness, interpreting human terrain, and evaluating threat disposition. (Proficiency)
SUSTAIN	• Understands supply accountability and command supply discipline (Proficiency) • Understands how to care for and maintain the SUAS systems (Mastery)	
ADAPT	• Applies the critical thinking process to identify missing/inaccurate information, second and third order affects of problem solutions. (Proficiency) • Identifies situations when standard procedures will not work and seeks alternatives. (Proficiency) • Plans, rehearses, and trains operators to execute missions and the commander's intent. (Mastery)	

TRADOC Regulation 350-36 proficiency levels:
• Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.
• Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.

Course Outcomes:

•   Certification of qualified Soldiers as SUAS Operators / Master Trainers.
•   Conducts Initial Qualification Training (IQT) and Certification of new Operators.
•   Management of an Aircrew Training Program (ATP).
•   Assists the Commander in evaluating academic instruction and flight instruction.
•   Manages SUAS accident prevention.
•   Manages and updates the Small Unmanned Aircraft System Manager (SUASMAN) program.

1009

Dismounted Counter-IED Tactics Master Trainer Course Fundamentals:		
LEAD		•Demonstrates knowledge of the principles and tactics associated with DCIED counter measures in support of the offense, defense, and stability operations. (Mastery)
TRAIN		•Trains subordinates to develop dynamic and effective solutions using principles and tactics associated with DCIED counter measures while exposed to persistent danger in complex operating environments. (Mastery)
FIGHT	Shoot	
	Move	• Applies maneuver and flexible tactics combined with skillful movement to gain and maintain an advantage over the enemy when in close combat. (Proficiency)
	Communicate	• Uses knowledge of nonverbal communication cues to improve verbal communication strategies. (Proficiency) • Collects and reports operationally relevant information through active and passive means. (Proficiency)
	Survive	•Applies counter IED tactics with skillful movement to gain and maintain an advantage over the enemy (Proficiency) • Conducts risk assessment and applies risk reduction strategies. (Proficiency) •Plans, rehearses, and trains Soldiers in integration of available systems to execute counter IED missions.(Mastery)
SUSTAIN		
ADAPT		•Identifies situations when standard procedures will not work and seeks alternatives. (Mastery) • Employs critical and creative thinking in a volatile, uncertain, complex, and ambiguous environment. (Proficiency)

TRADOC Regulation 350-36 proficiency levels:
• Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.
• Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.

Course Outcomes:

• Trains students to effectively assist leaders with training, planning, executing, and supervising at company/battalion level.
•Trains students to lead, fight, and win under harsh conditions.
•Trains students in execution of detailed planning.

1010

Sniper Course Fundamentals:		
LEAD		• Leads a section by example, in close combat and by projecting confidence, displaying composure, maintaining high standards, demonstrating discipline, sharing hardships, stressing field craft and physical hardening in support of commanders mission. (Mastery) •Applies resiliency skills and recognizes core competencies that enable mental toughness, optimal performance, strong leadership, and goal achievement. (Proficiency)
TRAIN		•Trains subordinates to develop dynamic and effective solutions by applying Sniper tactics and techniques while exposed to persistent danger in complex operating environments. (Proficiency)
FIGHT	Shoot	• Executes the direct fire engagement process for weapon systems to apply effective, controlled, speedy, and accurate fire to suppress and destroy the enemy in close combat. (Mastery) •Capable of operating with tactical efficiency within the Army Doctrine as a Sniper within a section as part of a combined arms element (Mastery)
	Move	•Navigates using dead reckoning and terrain association with a map, compass, protractor, altimeter, global positioning system (GPS). (Mastery) • Applies dismounted maneuver and flexible tactics, characterized by effective fire combined with skillful movement to gain and maintain an advantage over the enemy. (Mastery) •Capable of evaluating terrain, and selecting routes for infiltration and egress, and sniper position for self .(Mastery) •Capable of evaluating terrain, and selecting routes, areas, and fighting positions for follow on forces (Mastery) • Uses advanced camouflage and concealment techniques as well as field craft to close with and engage threat. (Mastery)
	Communicate	• Employs mission command systems and communication systems to send and receive information. (Proficiency) • Uses knowledge of nonverbal communication cues to improve verbal communication strategies. (Mastery)
	Survive	•Demonstrates knowledge of the principles and tactics associated with the offense, defense, and stability operations, and their role when operating as part of a larger element when operating independently. (Proficiency) • Gains and maintains tactical initiative by applying situational awareness, interpreting human terrain, and evaluating threat disposition. (Mastery)
SUSTAIN		•Capable of planning, resourcing, and executing team-level sustainment operations. (Proficiency) •Understands section-level medical treatment and evacuation planning, resourcing, and execution (Proficiency)
ADAPT		•Able to synchronize assets at the right time and place IAW Cdr's Intent (Proficiency) • Looks for creative solutions to solve problems (Proficiency) • Demonstrates situational understanding and agility in adapting to change within a complex environment (Proficiency)

TRADOC Regulation 350-36 proficiency levels:
• Mastery: Soldier understands the how and why of a task and demonstrates the ability to perform the task at first unit of assignment and under combat conditions.
• Proficiency: Soldier demonstrates the ability to perform the task at first unit of assignment and under combat conditions.

Course Outcomes:

• Observable familiarity with all Sniper weapons systems characteristics, components and functions.
• Observable advanced marksmanship skills.
• Demonstrate a higher understanding of Commander's information needs during the mission planning phase for decisive action operations.
• Planning and executing without compromise.
• Observable advanced sniper field craft.
• Mission context problem solving.

1011